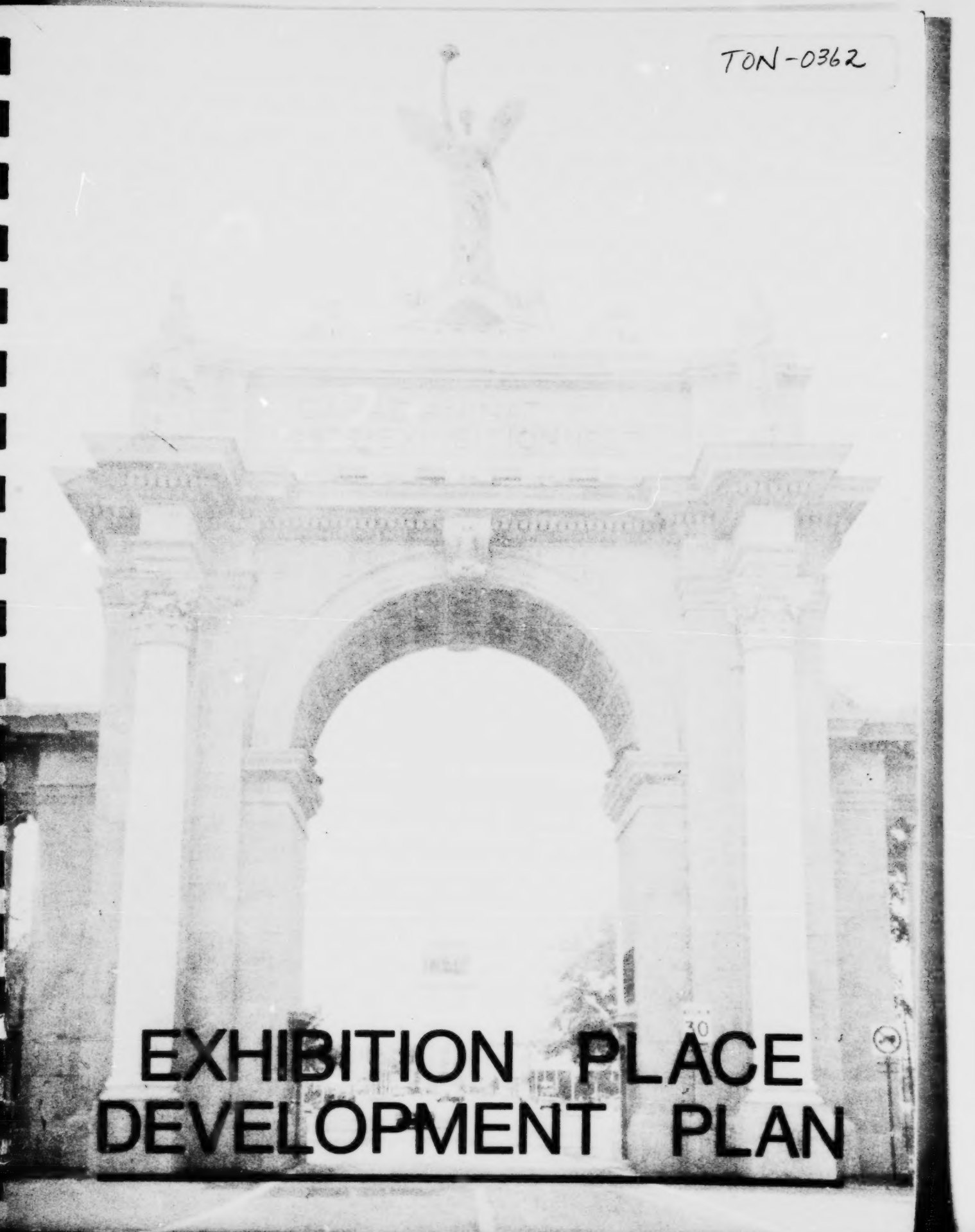


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EXHIBITION PLACE DEVELOPMENT PLAN

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EXHIBITION PLACE DEVELOPMENT PLAN

July, 1983
2nd Printing - September, 1983

EXHIBITION PLACE DEVELOPMENT PLAN

A report prepared for the special Policy Steering Committee for the purpose of overseeing the studies related to the future development of Exhibition Place.

Members of the Policy Steering Committee:

The Honourable Reuben Baetz,	Minister, Ministry of Tourism and Recreation, Province of Ontario
Mr. Paul Godfrey,	Chairman, The Municipality of Metropolitan Toronto
Mayor Arthur Eggleton,	City of Toronto
Mr. Gary McMahon,	President, Canadian National Exhibition Association
Mr. George Cohon	Chairman, Board of Directors, Exhibition Place

By virtue of the recent formation of the Board of Governors of Exhibition Place, Mr. George Cohon, has been considered a member of the Policy Steering Committee

This report is submitted by the Exhibition Place Technical Committee :

Mr. M. Baker (Chairman)	Assistant Deputy Minister, Ministry of Tourism and Recreation, Province of Ontario
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Mr. R.G. Bundy,	Commissioner, Parks and Property Department, The Municipality of Metropolitan Toronto
Mr. D.P. Floyd,	Executive Director of Economic Development, The Municipality of Metropolitan Toronto
Mr. T.H. Gibson,	General Manager, Ontario Place
Mr. J. Kruger,	Chief Administrative Officer, The Municipality of Metropolitan Toronto
Mr. J.O. Maxwell,	President and Chief Executive Officer, Metropolitan Toronto Convention Centre
Mr. S.G. McLaughlin,	Commissioner, Planning and Development Department, City of Toronto
Mr. W.H. Stockwell,	General Manager, Exhibition Place
Mr. G. Walker,	Assistant General Manager, (Stadium) Exhibition Place

This study project has been funded jointly by the Board of Industrial Leadership and Development (BILD) of the Province of Ontario and The Municipality of Metropolitan Toronto.



PREFACE

This report has been prepared to summarize the work undertaken by the Exhibition Place Technical Committee. The work was comprised of three main study components:

- . A feasibility study of a proposed exhibition/sports complex of world class calibre. This component was undertaken by the consulting team of Currie, Coopers and Lybrand Ltd. and Arcop-Thom, Architects, under the direction of the Technical Committee;
- . A study of development possibilities for the West End of Exhibition Place undertaken by in-house staff of the Technical Committee;
- . A study of on-site and off-site transportation improvements required for Exhibition Place derived from work undertaken by the consulting team and from the Central Waterfront Transportation Study prepared by the staff of the Municipality of Metropolitan Toronto and the Toronto Transit Commission.

The report is structured into five chapters:

Chapter 1. Introduction

A background of the history and studies of Exhibition Place.

Chapter 2. Development Framework

A summary of the activity centres surrounding Exhibition Place and other factors formulating the context for the study program.

Chapter 3. Proposed Development Plan

An outline of the basic elements contained within the proposed Development Plan.

Chapter 4. **Accessibility**

A summary of the main on-site and off-site transportation improvements required to service the proposed Development Plan.

Chapter 5. **Financial and Economic Analysis**

A summary of the main findings and conclusions of the analysis carried out by the consulting team.

Enclosed at the end of this report is a copy of the Executive Summary of the report submitted by Currie, Coopers and Lybrand Ltd. It contains relevant information not included in the text of this report concerning the market demand for the proposed Exhibition/Sports Complex as well as the advantages of Exhibition Place and Metropolitan Toronto as a location for these facilities.

OVERVIEW AND SUMMARY OF RECOMMENDATIONS

Exhibition Place is a unique and valuable resource for Metropolitan Toronto, the Province of Ontario and Canada. Its origins date back to 1879 and through the years it has functioned as a centre for exhibitions of all types, sports events, and agricultural shows. Throughout its history, its character has changed to reflect the changing times.

Because of its tradition, its situation on the waterfront close to the central business district of the City of Toronto, its multi-functional nature and its existing facilities, Exhibition Place is in an excellent position to become a truly world class exhibition/sport facility with international stature. Clearly, an opportunity now exists to make improvements to the site so that it may achieve international recognition and enhance its reputation.

Metropolitan Toronto is ready for such a world-class facility and, in fact, needs it. This community is the financial and manufacturing centre of Ontario and Canada. The quality of life in Metropolitan Toronto is among the best in the world and Metro has become a major destination for visitors of all interests. The cultural, recreational and entertainment opportunities and facilities, which are rich and abundant, make Metro an excellent place to live as well as to visit.

Exhibition Place is a part of this environment and presents a reflection of this community to its many millions of visitors each year. In recent years, its physical appearance and operation have not attained the standard of performance that is now the norm for Metropolitan Toronto. Improvements are required and although these will require a substantial investment, the benefits will also be substantial. There will be immediate on-going economic benefits in terms of job creation and increased income. A redeveloped Exhibition Place with a covered stadium and international trade centre will provide a "window to the world" for the purchase of Canadian exports. Moreover, the symbol created by these new facilities will provide a drawing card for all types of investment interests. The proposed Development Plan would have significant economic development impacts and benefits for Metropolitan Toronto, the Province of Ontario and Canada.

Recommendations

The Exhibition Place Technical Committee has approved the following recommendations for submission to the Policy Steering Committee. (Recommendations 1 to 6 were submitted by Currie, Coopers and Lybrand Ltd. and are contained in the enclosed Executive Summary of their report.)

It is recommended that:

1. The proposal for an integrated exhibition and covered stadium complex at Exhibition Place be implemented.
2. Transit improvements be made an integral part of the proposed complex.
3. An effective management and marketing organization be established in order to market the facility on an international scale.
4. The opportunities for a hotel and trade mart on the site be explored with the private sector.
5. An off-site marshalling yard be made available for the proposed facility.
6. Before detailed design of the stadium is commenced, an extensive examination of potential roof designs be completed.
7. The west end of the site be retained with a mid-Victorian style design, and that the existing buildings be rehabilitated where necessary to provide for year-round operation, and that the utilization of the buildings and the grounds be carried out by the Board of Governors on the basis of appropriate programming.
8. Those elements of the Central Waterfront Transportation Plan pertaining to Exhibition Place be implemented in order to support the Development Plan. Of particular importance are the proposed Intermediate Capacity Transit line, the Front Street Extension and its connection to Manitoba Drive, and the Dufferin Street extension and jog elimination.

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1.0 INTRODUCTION

1.1 Historical Background

From a small agricultural fair in 1879, the "Canadian National Exhibition" has grown into the world's largest annual exposition.

The first Industrial Exhibition opened in Toronto on September 3, 1879 for a three-week period. Over 100,000 people paid a quarter to visit the Crystal Palace, the Agricultural Hall, the Horticultural Hall, the Carriage Building, the Machinery Hall, the Stoves Building and the 5,000 seat grandstand.

The fair had the reputation of exhibiting the "first" of everything - the streetcar, the automobile, the aeroplane, the telephone, the phonograph, radio and television. On November 22, 1922, the first Royal Agricultural Winter Fair (RAWF) opened in the new Coliseum building. From the beginning, it set the standard for North American livestock breeding, agricultural produce and the world famous horse show. It was so successful that within ten years it had expanded into a new Cattle Building and Horse Palace.

Originally, the "Ex" and the RAWF were the only major events held on the grounds. However, after the Second World War, the Department of Trade and Commerce, fearing a post-war recession, promoted an International Trade Show. Soon, new exhibit shows began to take advantage of the 600,000 square feet (55,762 square metres) of heated exhibit space in the Coliseum Complex. The first was the Sportsmen's Show, soon followed by the Boat Show and later the Home Show. In addition to these consumer shows, trade shows directed towards manufacturers, suppliers and advertisers appeared. These included the Hardware Show, the Spring and Fall Gift Shows, Hostex (the Restaurant and Food Services Show) and the Production and Machine Tool Show. Combined with the CNE and RAWF, the trade shows and the CNE now attract more than 5 million people every year.

For generations of Torontonians, the annual CNE has been an eagerly awaited event. It is a people's festival, celebrating every aspect of the social, economic and cultural fabric of Metropolitan Toronto and the Province. The CNE holds a significance in the sentiments of a large segment of the populace which cannot be duplicated elsewhere. One is therefore not surprised that surveys of CNE fairgoers uncover a large core of the faithful, who return year after year regardless of weather, the economy or competing attractions.

1.2 Planning Background

The story of planning for the Exhibition grounds extends from the turn of the century to the present day. Recent plans for the site include studies in 1966 and 1971, which resulted in a report entitled "Proposals for the Rehabilitation of Exhibition Park", the first master plan which recognized the poor condition of the physical plant and the inadequate exhibit facilities.

The 1971 Plan placed its major emphasis on new trade facilities based on the assumption that stadium facilities would be located elsewhere in Metro. When the decision was made in 1974 to retain and expand the stadium for professional baseball, the 1971 Plan was effectively cancelled.

In 1978 Metropolitan Council authorized the Chief Administrative Officer to undertake a management review of the CNE operation. The review was intended to rectify some of the administrative problems of the CNE Association and the physical deterioration of the site. Some of its recommendations were that:

- Metropolitan Council assume complete responsibility for developing and approving a master plan for the rehabilitation and use of existing assets in Exhibition Place and for the future development of the site;

- . The master plan for Exhibition Place be developed in recognition of the ongoing planning and development of the waterfront area;
- . A detailed financial plan for the rehabilitation of the assets at Exhibition Place be produced in conjunction with the master plan; and,
- . An Exhibition Place Co-ordinating Committee be formed to direct the development of the master plan.

A progress report was prepared in 1980 for the Parks, Recreation and Property Committee, which included goals and objectives to be used as a framework for the planning team. It recommended that a public input program be undertaken before the goals and objectives were finalized. A public information program was subsequently carried out in the summer of 1980. Response to a newspaper ad soliciting suggestions for the site was considerable and resulted in over 200 replies.

On October 10, 1980, the Metropolitan Toronto Official Plan was approved by the Minister of Housing. It contained a section entitled "Exhibition Park" (see Appendix), which called for the preparation of a new plan for Exhibition Park in consultation with the City of Toronto. Exhibition Park refers to the area that includes Exhibition Place and its environs. This plan will concentrate on Exhibition Place but further studies will assess the impact of the plan on the surrounding areas and the central waterfront.

A report by the Metropolitan Chairman, "Respecting the Canadian National Exhibition", was approved by Council on January 20, 1981. The purpose of the report was to recommend a new organizational framework for Exhibition Place and to start a process leading toward a new development plan. It recommended that: "A Policy Steering Committee be formed to report on land use, types of attractions and new buildings".

1.3 The Concept Plan 1982

Following some preliminary work on a proposed development plan, a report entitled "Exhibition Place Development: Concept Plan and 1982 Study Program" was tabled in March 1982 by a Policy Steering Committee comprised of the Minister of Tourism and Recreation, the Metropolitan Chairman, the Mayor of the City of Toronto and the President of the CNEA. Approved by Council in April 1982, this report outlined a conceptual plan of the Exhibition Place site based on studies, public input, technical and political discussions that had taken place over the past ten years. A public meeting was held on June 21, 1982 at the Parkdale Public Library to discuss the report.

The focus of the Concept Plan was to develop the site as a major international attraction for trade shows, exhibitions and professional sports events. This would be accomplished by the development of new state-of-the-art exhibit and sports facilities in the form of an integrated Exhibition/Sports Complex. Preliminary investigations for the best type of sports facility centred on a covered stadium. By combining this with an exhibit hall building, the stadium could be used for both sports and exhibit purposes, thereby maximizing its use and revenue potential.

Since Exhibition Place had always been associated with the recreational and entertainment life of Toronto, the Concept Plan outlined an area at the west end of the site for cultural/entertainment/recreational facilities. A major objective was to utilize the site for 12 months of the year and yet maintain appropriate facilities for the Canadian National Exhibition and the Royal Agricultural Winter Fair. In accordance with the previously approved goals and objectives in 1980, the Concept Plan was to respect all historically significant buildings as long as appropriate uses could be accommodated within them. In view of its proximity and pattern of use, any future plans for Ontario Place would be co-ordinated with the facilities proposed for the Exhibition Place site.

For the complex to function efficiently, major improvements to public transit would have to be provided. This could include special provision

for buses, streetcars, GO (Government of Ontario) trains and an Intermediate Capacity Transit System (ICTS). Within the grounds, greater emphasis would be placed on the pedestrian rather than the automobile.

1.4 Feasibility Study Process

In order to test the feasibility of the Concept Plan, a study program was proposed in order to examine the physical, operational and economic aspects of the proposals. The study program was designed to produce a Development Plan and was broken down into the following basic components:

- (1) Consultants would be retained to undertake a study to assess the feasibility of the Exhibition and Sport Complex. This would also include preparation of a design concept and an assessment of the economic impact of new facilities. Currie, Coopers and Lybrand Ltd., in association with Arcop.Thom, Architects and Planners, were eventually retained for this component.
- (2) Planning staff would undertake studies of the cultural, entertainment and recreational areas and the accessibility requirements for the entire site. Plans for Ontario Place's future expansion would be incorporated.
- (3) A public consultative program would be carried out under the auspices of the Policy Steering Committee in order to finalize the proposed Development Plan.

This report has been prepared to summarize the results of the first two parts of the study program. It combines the findings and conclusions of the consultant's work and staff studies into a proposed "Development Plan" for Exhibition Place.

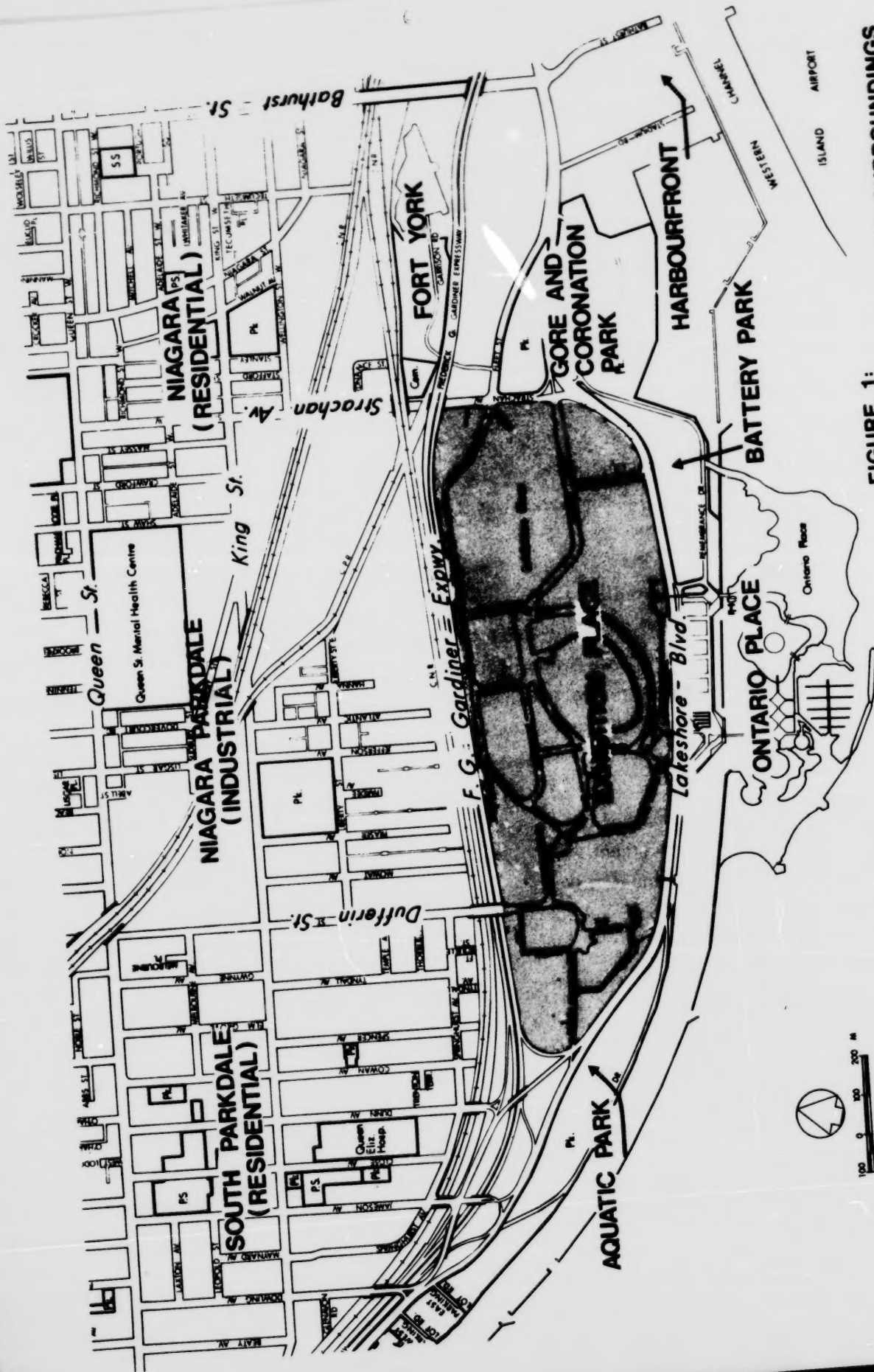


FIGURE 1:
EXHIBITION PLACE AND SURROUNDINGS

2.0 DEVELOPMENT FRAMEWORK

2.1 Adjacent Parklands

The area known as Exhibition Place, bounded by Lake Shore Boulevard, Strachan Avenue and the F.G. Gardiner Expressway, consists of some 191 acres (77.30 hectares). Adjacent to this area are the following parklands, which total an additional 72.5 acres (30 hectares). (See Figure 1).

Gore Park: 7.5 acres (3 hectares)

Situated to the east of the Princes' Gates, this area is utilized for overflow parking on an intermittent basis from approximately April to November each year.

Coronation Park: 31 acres (12.55 hectares)

This park is situated south of Gore Park and Lake Shore Boulevard and is bisected by Remembrance Drive. The north portion is used for parking during the annual fair.

Battery Park: 6 acres (2.43 hectares)

This park is west of Coronation Park and contains military artifacts. A large segment of it is now used as an Ontario Place parking lot.

Aquatic Park: 28 acres (11.34 hectares) - Western Beaches Sector

West of Ontario Place is a thin parcel of land situated south of Lake Shore Boulevard, containing a one-way road known as Aquatic Drive. This area extends westerly to the boundary of the Argonaut Sailing and Canoe Club. It is used for overflow parking during the CNE period. At other times it is a passive open space.

The adjacent lands described above, all form part of Metropolitan Toronto's regional park system and are operated by the Parks Department except during the annual Exhibition, when they are utilized for parking. Together with Exhibition Place, the entire area is called Exhibition Park.

2.2 Neighbouring Lands

The preparation of the proposed development plan for Exhibition Place took into account its location with respect to a number of other facilities and land uses in the immediate area.

(1) Ontario Place

Ontario Place, under the control of the Provincial Government, has been developed as a highly successful cultural and recreational "people's place". Opened in 1971, this 90 acre (36.4 hectare) site of man-made islands operates annually from May to September under a controlled admission system. During the CNE a common admission price is charged for both sites.

Transit access to the site is provided by the Bathurst streetcar at the coliseum loop. Walking distance from the stop to Ontario Place is about 1,400 feet (424 metres). The Dufferin bus, which loops through the Exhibition grounds, also provides some service. In the past there has been a heavy reliance on the private automobile for access and the Exhibition lands provide an abundance of surface parking spaces.

(2) South Parkdale

South Parkdale is the residential neighbourhood which is most directly affected by activities at Exhibition Place. During major events and the CNE, on-street parking congestion and heavy through traffic are problems experienced by the residents.

A scheme to consolidate and deck over the lakefront transportation corridor to link South Parkdale with the lakefront is presently being investigated by the City Planning and Development Department for the area immediately west of Exhibition Place. This proposal would relocate the Gardiner Expressway between Dowling Avenue and Dufferin Street to the southerly edge of the CNR right-of-way, as well as consolidating and realigning Lake

Shore Boulevard between Dowling Avenue and the Exhibition grounds. This proposal would provide over 20 acres (9 hectares) of land with residential and parkland potential between the transportation corridor and the lake shore.

(3) Niagara-Parkdale

Immediately north of Exhibition Place is Niagara-Parkdale, one of the most viable industrial areas in the City. With the development of Exhibition Place, there is every possibility that spin-off industries and services related to exhibit design and supply may be established in this area.

(4) The Railway Lands

Future land use and transportation requirements for the railway lands are presently being studied. Part I Official Plan statements were approved by the City in 1978 and a Part II Plan is presently being developed.

(5) Fort York

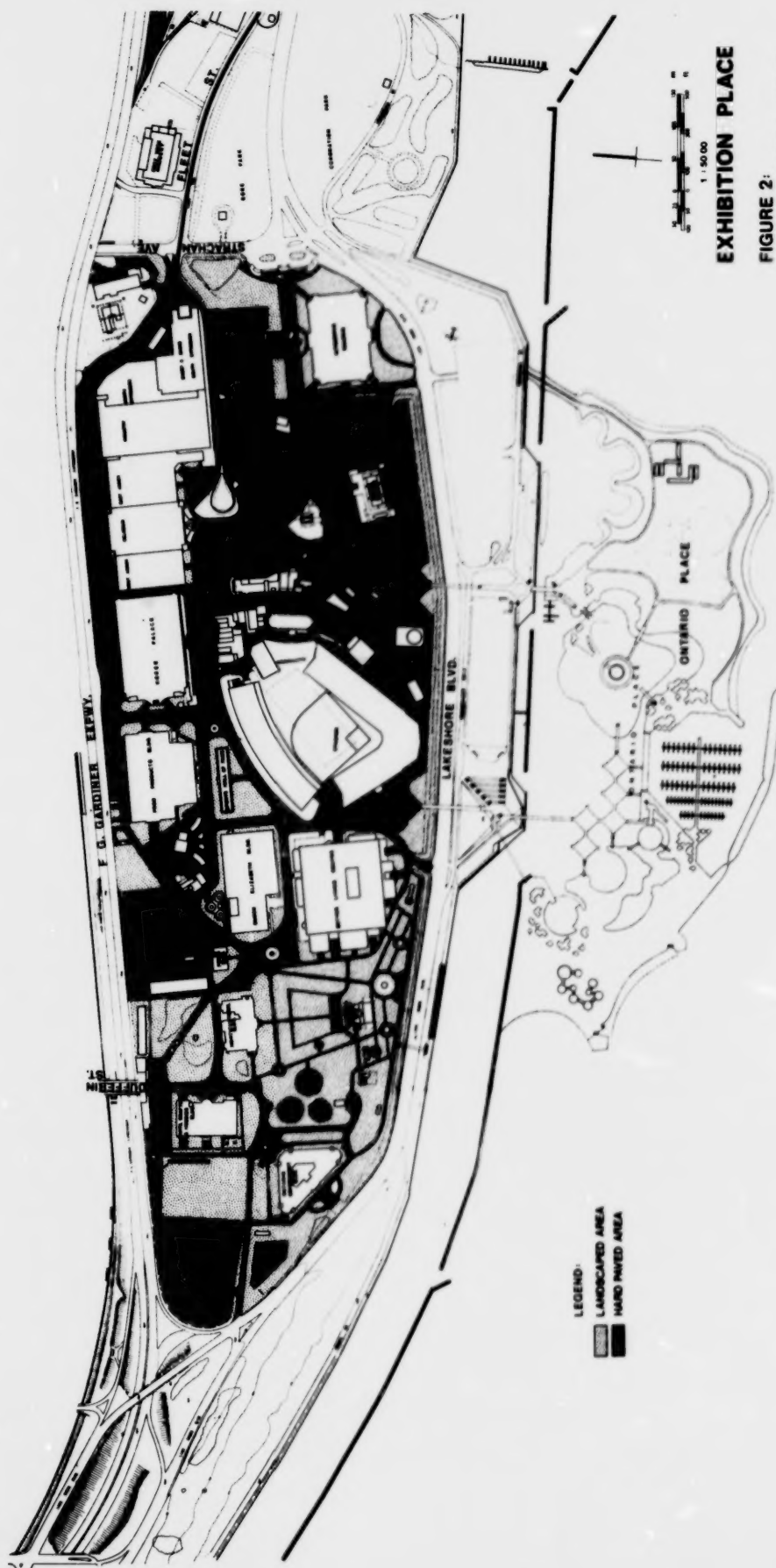
Just north and west of the Fleet/Bathurst intersection, this historic site is open all year to visitors and students of early Canadian history. Access and visibility improvements to the Fort are required to enhance its usage.

(6) Harbourfront

A Part II Official Plan statement for this area received Ontario Municipal Board approval last year. The Bathurst Quay portion will be primarily developed for low density assisted housing and parkland.

(7) The Convention Centre

The Metropolitan Toronto Convention Centre is situated at the base of the CN Tower, just south of Front Street. Now under construction, this centre is expected to be completed in mid-1984.



EXHIBITION PLACE

FIGURE 2:
EXISTING SITE LAYOUT

(8) The Island Airport

In addition to its existing functions, a STOL (Short Take-off and Landing) operation will be developed at the Toronto Island Airport.

(9) Integration with the Water's Edge Open Space System

A continuous park system currently extends along the water's edge from the Humber River through the Western Beaches, Ontario Place, and Coronation Park to Harbourfront. This continuous open space system will extend to York Quay upon the completion of the redevelopment of the Harbourfront lands. A major component of these parklands is a continuous pedestrian promenade and bicycle route which will eventually extend from the Humber to the Eastern Beaches.

2.3 The Site

2.3.1 Existing Land Use Designation

The grounds within Exhibition Place are zoned as parkland and are operated according to Parks By-law No. 102-78. However, very little parkland remains. Some lawns at the west end of the grounds, a few scattered floral displays, Centennial Square and plantings adjacent to some of the buildings, are the only remaining vestiges of landscape relief. Approximately 50 acres (20.2 hectares) are occupied by permanent exhibit buildings and the stadium, 33 acres (13.3 hectares) are grassed or landscaped, and the majority of the remaining lands are roads and parking lots (see Figure 2).

2.3.2 The Buildings and Other Structures

Located within Exhibition Place are a series of buildings and structures, all utilized during the annual fair (see Figure 3). Some of these are also utilized for the Royal Agricultural Winter Fair and trade and consumer shows.

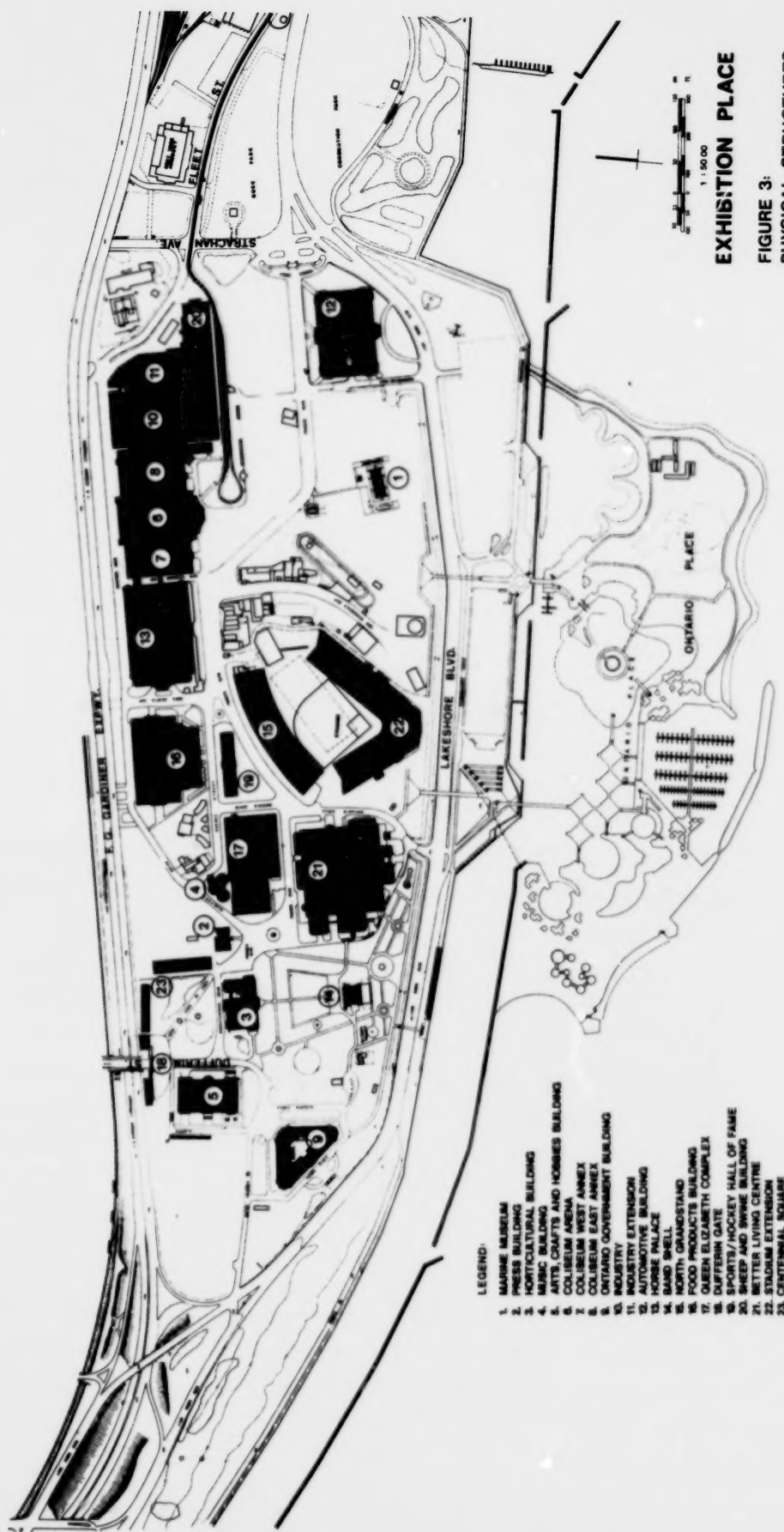


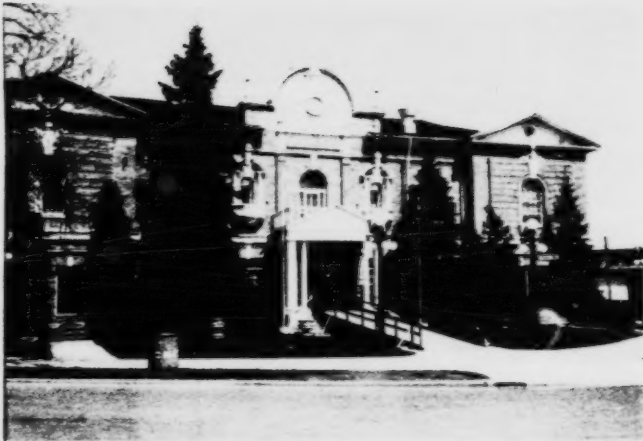
TABLE I
PHYSICAL CHARACTERISTICS OF EXHIBIT BUILDINGS, BANDSHELL AND STADIUM

Ref. No.*	Building Name	Year Constructed	Exhibit Space (Gross)		Exhibit Space (Net)		Heating	Structural** Condition	Extent of Use
			Sq. Feet	Sq. Metres	Sq. Feet	Sq. Metres			
1	Marine Museum	1841			16,000	1,486	Yes	Good	All year
2	Press Building	1903	12,940	1,202			No	Fair	C.N.E.
3	Horticultural Building	1907	30,000	2,787	25,000	2,322	No	Excellent	C.N.E.
4	Music Building	1907	8,360	777			Minimal	Poor	C.N.E.
5	Arts, Crafts & Hobbies Bldg.	1917	40,000	3,716	22,000	2,043	Yes	Excellent	All year
6	Coliseum Arena	1921	21,000	1,952	13,000	1,208	Yes	Good	All year
7	Coliseum West Annex	1921	98,000	9,104	53,000	4,924	Yes	Good	All year
8	Coliseum East Annex	1921	110,000	10,219	60,000	5,574	Yes	Good	All year
9	Ontario Government Building	1926	43,000	3,995	35,000	3,251	No	Poor	C.N.E.
10	Industry	1927	151,000	14,033	100,000	9,290	Yes	Good	All year
11	Industry Extensions	1927	87,000	8,085	25,000	2,322	Yes	Good	All year
12	Automotive Building	1929	160,000	14,869	+ Arena 120,000	11,148	Yes	Excellent	All year
13	Horse Palace	1931	432,750	40,202			Yes	Post 1979 Good, except roof & stairs	All year
14	Band Shell	1936					No	Excellent	Summer
15	North Grandstand	1948						Good	Summer
16	Food Products Building	1954	147,800	13,731	67,300	6,252	No	Good	C.N.E.
17	Queen Elizabeth Complex	1957	63,000	5,855	35,000	3,251	Yes	Good	All year
18	Dufferin Gates	1959			+ Theatre				
19	Halls of Fame	1961 & 1966	40,000	3,716			Yes	Fair	All year
20	Sheep and Swine Building	1961	93,000	8,640			Yes	Good	All year
21	Better Living Centre	1962	200,000	18,587	112,000	10,405	No	Being renovated	C.N.E.
22	Stadium Extension	1976 & 1978						Excellent	Summer
23	Centennial Square	1978 & 1979	28,000	2,601			No	Excellent	C.N.E.

* See Figure 3

** Indicates only structural condition. Does not indicate merit of the space for trade shows and other exhibit needs, or whether building meets building code standards.

Historical Grouping



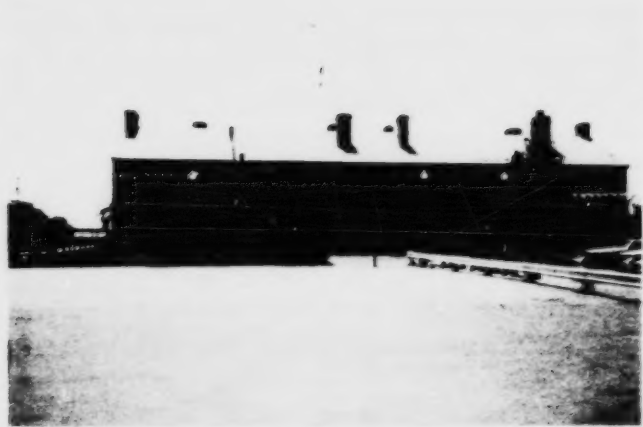
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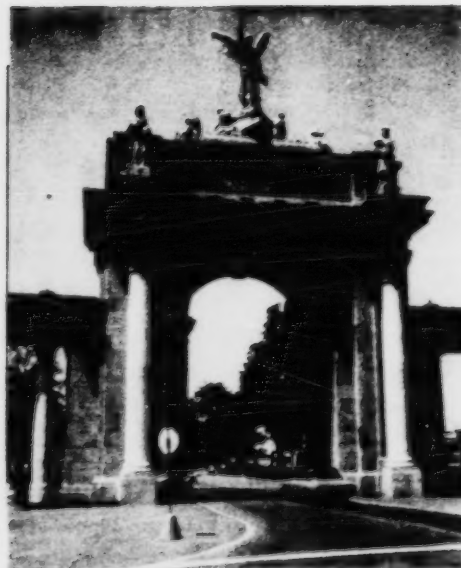
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1



Fort Rouille Monument



Princes' Gates

* Refer to Figure 3

The Sports and Hockey Halls of Fame are separate operations but share the same building and the Marine Museum and the offices of the Toronto Historical Board occupy the original Stanley Barracks officers' quarters. The Stadium houses Toronto's professional baseball and football teams.

Additionally, there are a series of structures operated by concessionaires, a few of which operate year round, although most are open only during the Exhibition.

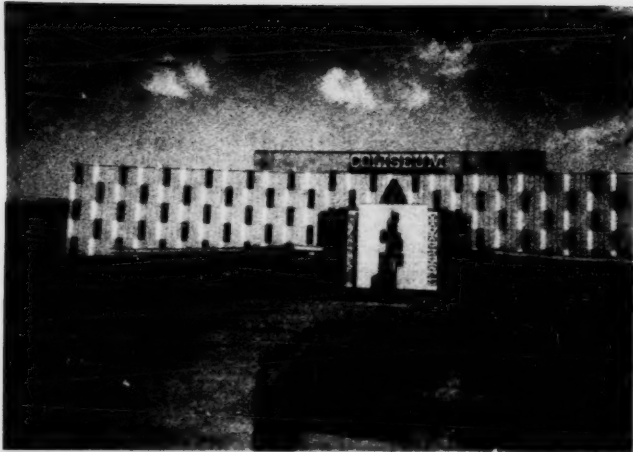
The buildings at Exhibition Place can largely be grouped into the following categories. (See Table 1 and Figure 3)

(1) Historical Grouping

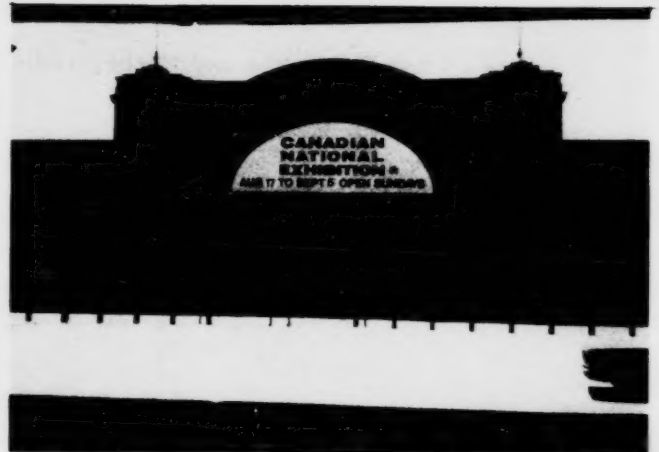
To the western end of the grounds is a group which represents the impressive style typical of the expositions of the early 20th Century. The Ontario Government Building, the Arts, Crafts and Hobbies Building, the Horticultural Building, the Press Building and the Music Building are listed by the Toronto Historical Board as architecturally significant structures. Apart from the buildings of historical and architectural interest, the Exhibition area itself is a valuable historical resource. The grounds contain two historical landmarks:

- . the site of the last French post in Toronto, Fort Rouille, 1750-1759;
- . the site of the Stanley Barracks (the Marine Museum area), the last British post built in Toronto (1841-1947: demolished 1953).

Buildings between 1920 and 1930



6*



6



9



12



13



14

* Refer to Figure 3

(2) Buildings Between 1920 and 1930

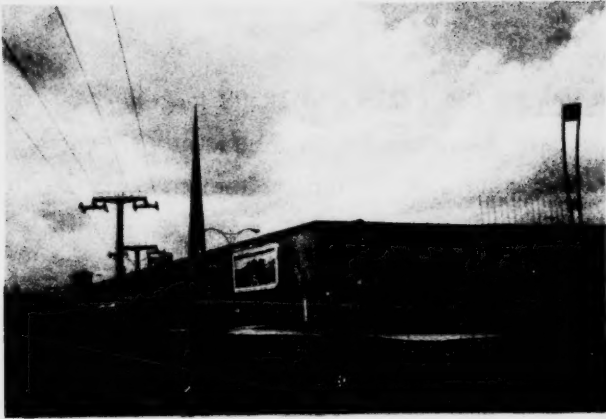
The second group was erected during the 1920's and 1930's largely as a result of a decision to locate facilities for an Agricultural Exhibit complex in Toronto rather than in Hamilton or Guelph. In 1921, the Coliseum Complex, with its east and west wing extensions, was constructed. To this was added, in 1927, the Industry extensions, part of which was later modified to become a judging ring. In 1931, the Horse Palace was built, perhaps the best facility of its kind in North America. The existing complex was completed in 1961 with the addition of the Sheep and Swine Building. The total complex has been designed primarily for agricultural displays.

In the same era (1929) the Automotive Building was built to display the increasingly popular "motor car". The annual CNE auto show was held in this building until 1955 and today the building is still used for specialized automobile consumer shows as well as trade shows and public exhibitions.

The Province of Ontario made its contribution with the addition of the Ontario Government Building (1926) at the west end of the grounds. This building was operated by the Province and it was not until the completion of Ontario Place that ownership of the structure was passed to Metro as part of the Exhibition complex.

Very little changed through the depression era and immediate pre-war years, with the exception of the bandshell which was built in 1938 in the art deco style then popular in North America.

Post-War Buildings



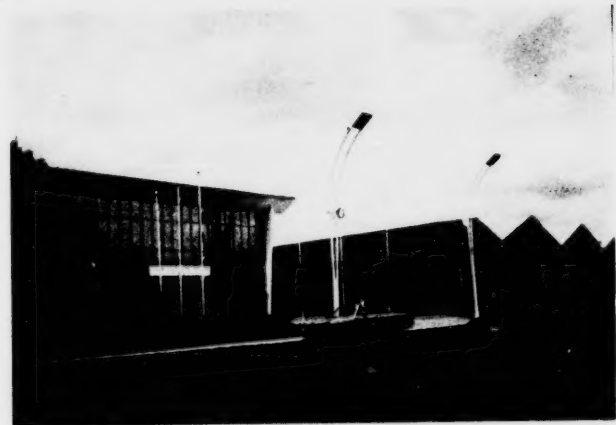
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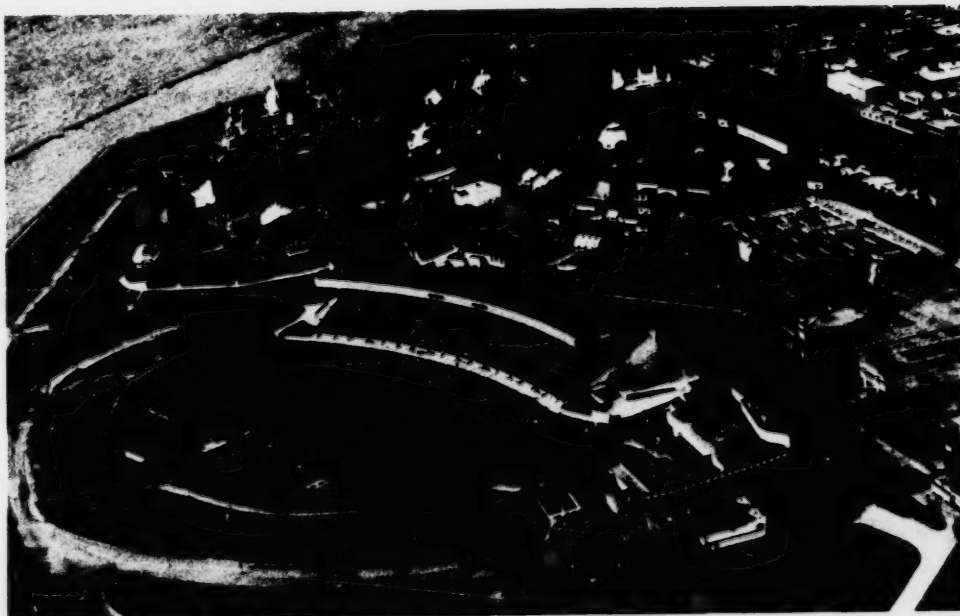
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* Refer to Figure 3

(3) Post-War Buildings

A third group of buildings was constructed in the "modern" style of the fifties. These were the Food Products Building (1954) and the Queen Elizabeth Building (1957), which contains the administrative offices for the site, the Queen Elizabeth Theatre and a small exhibit hall. The Better Living Centre (1962) which replaced the burned out Manufacturers' Building, is the largest single exhibit building on the site with 200,000 square feet (18,587 square metres) under one roof.

In 1948, the north grandstand was designed for the new spectacular-style Grandstand Show. The facility later became well utilized when football and soccer came to the grounds. Finally, in 1975-77 the Stadium was expanded and baseball came with the Blue Jays. Rock concerts, religious rallies and other special events are also big attractions.

(4) Other Structures

Interspersed among these exhibit buildings is a series of structures which vary from the classic Princes' Gates to the modern Dufferin Gate. They include a Police Station and Firehall (both used only during the Exhibition), the Bulova Tower, the Carlsberg Carillon, a sky ride attraction, Casey's Restaurant attached to the bandshell, numerous concession booths and rides, the Scadding Cabin and various statues, monuments and fountains.

2.3.3 Condition of Buildings

The historical grouping of buildings at the west end of the site is, with the exception of the Music Building, in generally acceptable structural condition. The Arts, Crafts and Hobbies Building and the Horticultural Building have recently been restored. Except for the Arts, Crafts and Hobbies Building, these structures are unheated and are unused in the non-CNE period, except for storage space of CNE "street" furniture and CNE exhibit booths.

The Coliseum Complex and Automotive Building were designed specifically for the display of agriculture and automobiles respectively. Although the Coliseum complex at present is also utilized for trade shows, it does not have the flexibility of space desired by today's exhibitors. The recently renovated Automotive Building is adaptable for various trade shows of up to 120,000 square feet net exhibit space (11,152.4 square metres) and as a result, is well used.

Although the Queen Elizabeth exhibit hall can hold only small shows, it is heated and is, therefore, generally well used. The theatre is rarely used. The Food Products Building and Better Living Centre are only used during the Exhibition, largely because they are not heated.

On the north side of the Queen Elizabeth Building lies the Music Building. Formerly known as the "Railways Building" and the "Hydro Building", it is a small triple-domed structure of 8,358 square feet (777 square metres), used for limited exhibit purposes during the CNE. It contains two small auditoriums used for music competitions during the CNE, some office space, and an exhibit lobby, all of which are in very poor condition.

At the time of construction of the Queen Elizabeth Building (1957), the Music Building was to be demolished to allow for trucking access to the rear of the Queen Elizabeth Building. From 1969 to 1982, it was occupied by the offices of the CNE Music Department until this department was absorbed into the Attractions Department. At the present time, the building is used in the summer months by the Canadian Bureau for the Advancement of Music. The cost of renovating the Music Building has been estimated at 3 million dollars. The potential recreational/entertainment uses of the building were investigated but none were found which could justify the cost of renovation. Furthermore, the proposed Development Plan shows that it would be advantageous to re-align Saskatchewan Road and Quebec Street through the site. Since the building is in such poor condition, it is proposed that it be demolished.

2.3.4 Utilization of the Site

In the pre-1940 era, the annual exhibition and the Royal Agricultural Winter Fair were the only events on the site. At all other times, the buildings were closed and unused with the staff doing routine maintenance in the off-season. During the war, the Coliseum complex and the Automotive Building were used by the Armed Forces and the two fairs were cancelled.

The introduction of professional sport added a further dimension, as did the advent of Ontario Place with its dependence on Exhibition Place parking facilities. With the expansion of the Stadium for professional baseball, the site has evolved into a multi-use, year-round operation.

Approximately 50 trade shows and exhibitions take place in Exhibition Place annually. Up to 1983 these events were held almost exclusively in the Queen Elizabeth Building, the Coliseum/Horse Palace Complex and the Automotive Building as these were the only heated exhibit buildings on the grounds. However, beginning this year (1983) the newly heated Arts, Crafts and Hobbies Building will be programmed for year round use.

(1) Canadian National Exhibition

During the 20-day Canadian National Exhibition held at the end of August, all buildings on the site are combined into a grand total of over 1,780,000 square feet (165,427 square metres) of exhibit space. In addition, approximately 40 acres (16.19 hectares) of open space/grass and pavement are used for outdoor concessions, display and midway facilities. The midway is concentrated just east of the existing stadium and south of the TTC loop for a total of 14 acres (5.7 hectares). Including preparation and move-out, the 20-day fair held at the end of August effectively negates the use of buildings for 70 days during the summer.

(2) The Royal Agricultural Winter Fair Operation

The Royal Winter Fair utilizes the entire Coliseum Complex, including the Horse Palace, for 15 days in November every year. The "Royal" is composed of three major exhibit sections: the Horse Show, the livestock display and the poultry and agricultural exhibits. During the show, the Horse Palace and the West Annex are joined together by a temporary linkage allowing horses to be moved from the stalls to the Coliseum arena.

The livestock exhibit occupies the Industry Building, the North Extension and the Sheep and Swine Building. The poultry and agricultural products displays occupy the general concourse area around the arena as well as the East and West Annexes. The area under the Gardiner Expressway is used for storage and exhibitors' parking.

During the "Royal", the parking area south of the Coliseum is well utilized and special valet service is provided during the evening equestrian events.

The Royal Agricultural Winter Fair Association has operated by means of an agreement with the CNEA, which gives the Association jurisdiction over the buildings from mid-October through November of every year. The agreement also precludes any changes in the Coliseum buildings and grounds without the approval of the Royal Agricultural Winter Fair Association.

(3) Trade and Consumer Shows

The trend in developing a consumer or trade show at Exhibition Place has been to start in a small exhibit building such as the Queen Elizabeth or the Automotive Building and gradually expand into the entire Coliseum Complex.

The peak season for shows is from January to May. During this period, the heated exhibit buildings, including the Queen Elizabeth Building, the Coliseum Complex and the Automotive Building handle a variety of shows but trade show activity declines for the two months preceding the Canadian National Exhibition when the buildings are being prepared for the exhibition. In the trade show season the demand for space is now generally greater than the facilities can handle.

(4) Stadium Operation

The first 5,000 seat Grandstand opened at the Ex in 1880. Bicycle races and track and field events were the great attractions. In 1882, electric lights were installed throughout the Exhibition and the Grandstand shows included historical pageants. The original Grandstand was torn down in 1894 to make way for a larger one, with a seating capacity of 12,000.

Fire destroyed the 1894 Grandstand in 1901. Its replacement was also destroyed by fire in 1946. Rebuilt for the 1948 season, the present north Grandstand was designed to seat 21,141 people. In order to provide facilities for major league baseball, the south stands were completed in 1977 with the addition of 33,501 permanent seats, bringing the seating total up to 54,642. Subsequently, the north stands were refurbished and modern press facilities were installed on the roof. The stadium is put into active use from early April to late October for approximately 130 to 140 days including the Exhibition.



Exhibition Place looking east

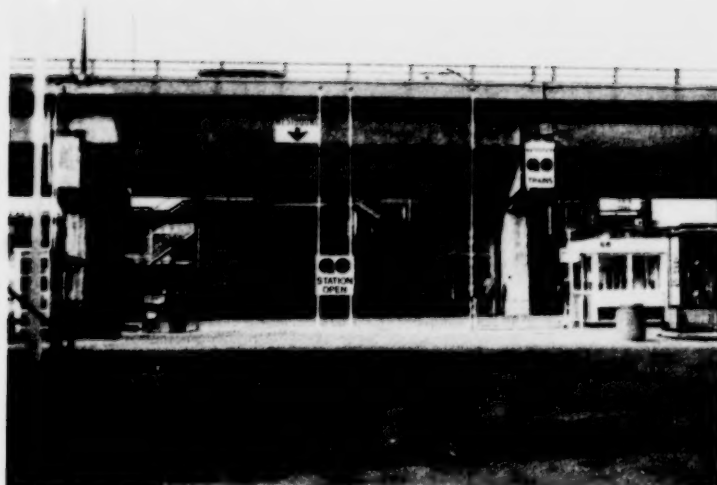
In 1982, the use consisted of:

Baseball	82	days
Football	10	days
CNE Grandstand Shows	19	days
Music Concert	3	days
Soccer	<u>19</u>	days
Total	133	days

2.3.5 Administrative Services

To support the operation of Exhibition Place, an administration/service infrastructure has been created on the site. The major administrative space is located at the west side of the Queen Elizabeth Building. At the east end of the site, the General Services Building houses various servicing and maintenance departments. On an acre of adjacent land sits a large hydro sub-station which feeds the waterfront area. Scattered around the grounds are electrical transformers and smaller sub-stations, while underground is a complete network of services. Stationed throughout the various exhibit buildings are maintenance offices under the control of the General Services Department. At the west end are two trailers which are used by the CNE Sports Department and parking/personnel purposes. Cubicles under the F.G. Gardiner Expressway contain a series of storage areas and service facilities including a Baby Creche, Hospital, Lost Children's Area and a St. John's Ambulance facility.

Presently no permanent truck storage facilities are available on or off the site. During the "move in - move out" period of the trade shows and the CNE/RAWF, the service areas adjacent to the buildings are generally congested with trucks manoeuvring to and from their loading areas. The worst situation occurs on Manitoba Drive behind the Coliseum Complex as trucks attempt to service the trade show operations. During the 'Ex' off-site storage for trucks and exhibitors' vehicles is provided on private land south of Fort York and on Molson Brewery property.



GO Station entrance



Parking and servicing along Manitoba Drive



Bathurst streetcar station

2.4 Existing Access and Parking

Exhibition Place is served by various transit modes including the Bathurst streetcar, the Dufferin bus, special express and charter bus services, as well as GO Transit and VIA service. TTC service links the site with the Bloor-Danforth subway. Automobile access is provided by the Gardiner Expressway and by arterial roads. In addition to the 5,850 on-site parking spaces there are an additional 950 spaces in Gore Park and 1,455 spaces in Ontario Place.

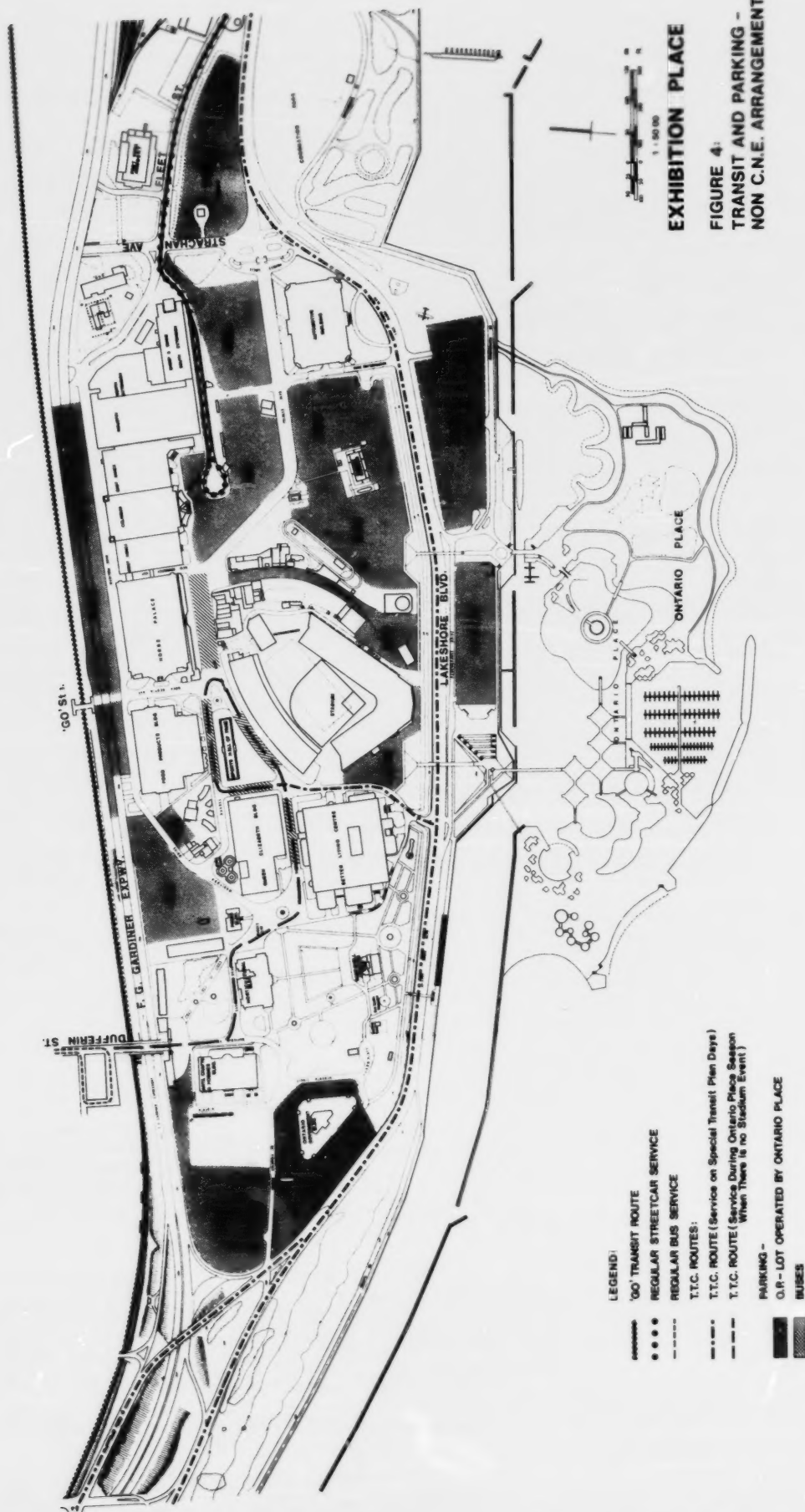
Access and egress are very difficult under peak load conditions. During major events, chronic backups occur on the Lake Shore and Gardiner routes. From a public transit perspective, the Toronto Transit Commission provides adequate service for most events, but frequently bus and streetcar services are hampered by traffic congestion on adjacent roadways.

Special transit plans and vehicular access/egress operations have been devised with the cooperation of the Metropolitan Toronto Police Force, the Metropolitan Department of Roads and Traffic and the Toronto Transit Commission. There are two distinct transit and parking arrangements on and around the site as follows.

(1) Non-CNE Arrangement

The non-CNE period transit access and parking situation is shown in Figure 4. Normal TTC transit routes are the Dufferin bus, which loops at the Dufferin Gate, and the Bathurst streetcar which loops in the grounds. Additionally, during the Ontario Place season, the Dufferin route is extended into the grounds to loop at the Sports/Hall of Fame Building. The GO train stops at the grounds for special events, shows and football games.

For major sporting events, special TTC buses operate from suburban locations directly to the grounds and they, together with long distance charter buses, are parked adjacent to the Stadium. The King westbound Exhibition streetcar is routed to the Bathurst Street loop for Blue Jay and Argonaut games.



For many special events, Special Transit Plan days are designated by the Metropolitan Council. There is more emphasis placed on public transit with the use of express bus services from Keele, Bathurst and Union Stations. Parking is prohibited on Bathurst Street, south of Bloor Street to permit faster access by streetcars and buses.

(2) CNE Arrangement

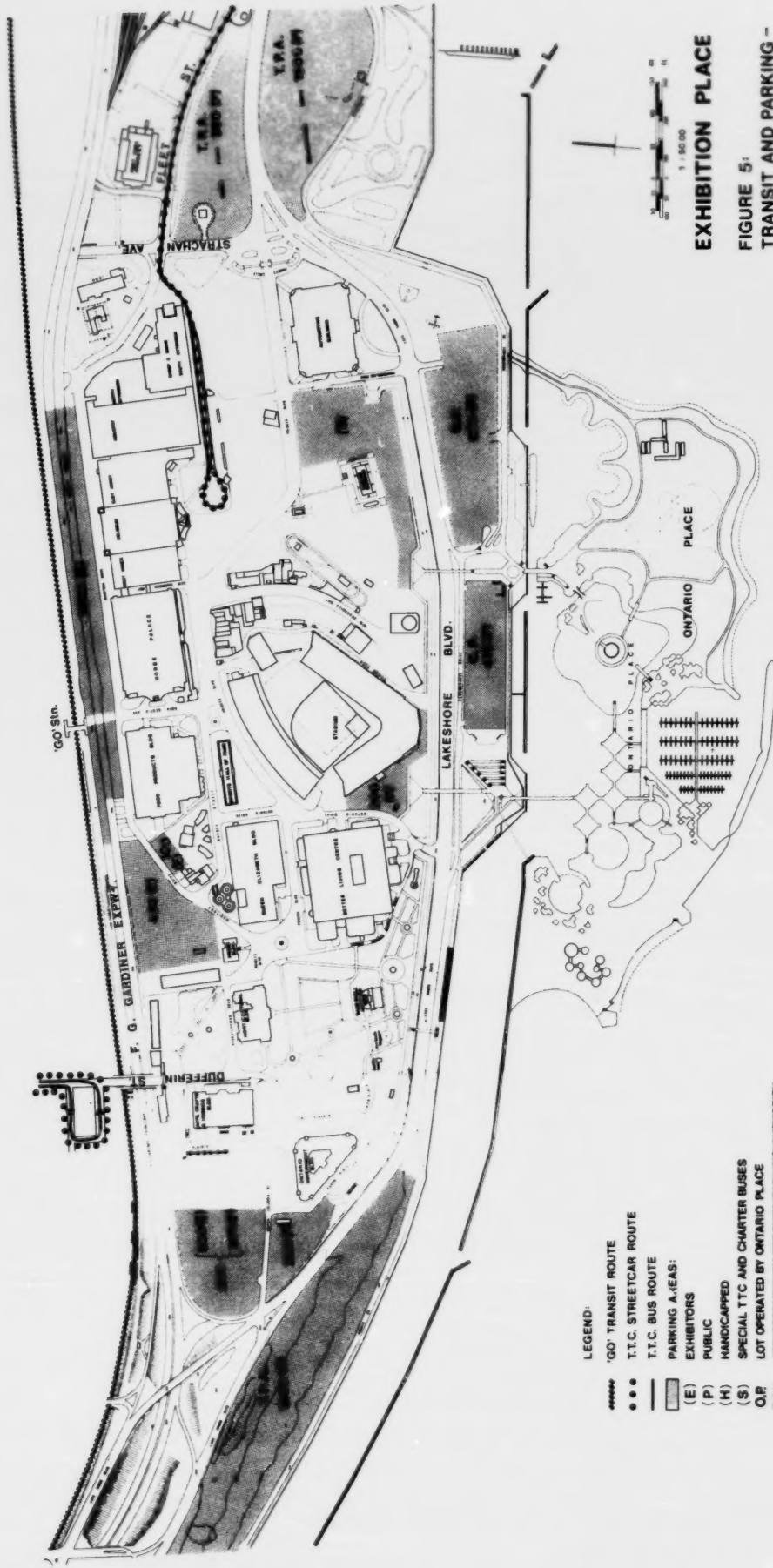
During the period in which the CNE is held, transit service is stepped up and automobile parking is restricted. (See Figure 5)

The TTC operates the Bathurst and King Exhibition (westbound) streetcars to the loop at the Coliseum. The Dufferin bus, and the Dundas Exhibition streetcar from the Dundas West subway station, loop at the Dufferin Gate. Until this year special Exhibition bus services operated from suburban centres directly into the grounds with a temporary terminus located west of the Automotive Building.

Regular GO train service is provided, with all trains in both directions stopping at Exhibition Station on a scheduled service throughout the day. Special VIA trains from the southwestern Ontario region stop at the Dufferin Street station.

Private charter buses and long distance buses also operate directly into the grounds, occupying the area to the south of the Marine Museum. On any given day up to 130 buses may be parked here.

Most of the public parking is displaced from within the grounds to Gore Park (950), Coronation Park north of Remembrance Drive (1,500) and the Aquatic Drive area (1,500). At these locations, temporary parking lots are operated on the turf. Inside the grounds, the areas under the Gardiner Expressway and lots at the western perimeter are utilized for exhibitors' parking. At the west end lot 800 spaces are provided for exhibitors' cars and exhibition visitors. Some parking spaces are provided for the handicapped in the V.I.P. lot (200) next to the stadium.



- LEGEND:
- #### GO TRANSIT ROUTE
 - T.T.C. STREETCAR ROUTE
 - T.T.C. BUS ROUTE
 - ▨ PARKING AREAS:
 - (E) EXHIBITORS
 - (P) PUBLIC
 - (H) HANDICAPPED
 - (S) SPECIAL TTC AND CHARTER BUSES
 - Q.P. LOT OPERATED BY ONTARIO PLACE
 - T.P.A. LOT OPERATED BY TORONTO PARKING AUTHORITY

EXHIBITION PLACE

FIGURE 5:
TRANSIT AND PARKING -
C.N.E. ARRANGEMENTS

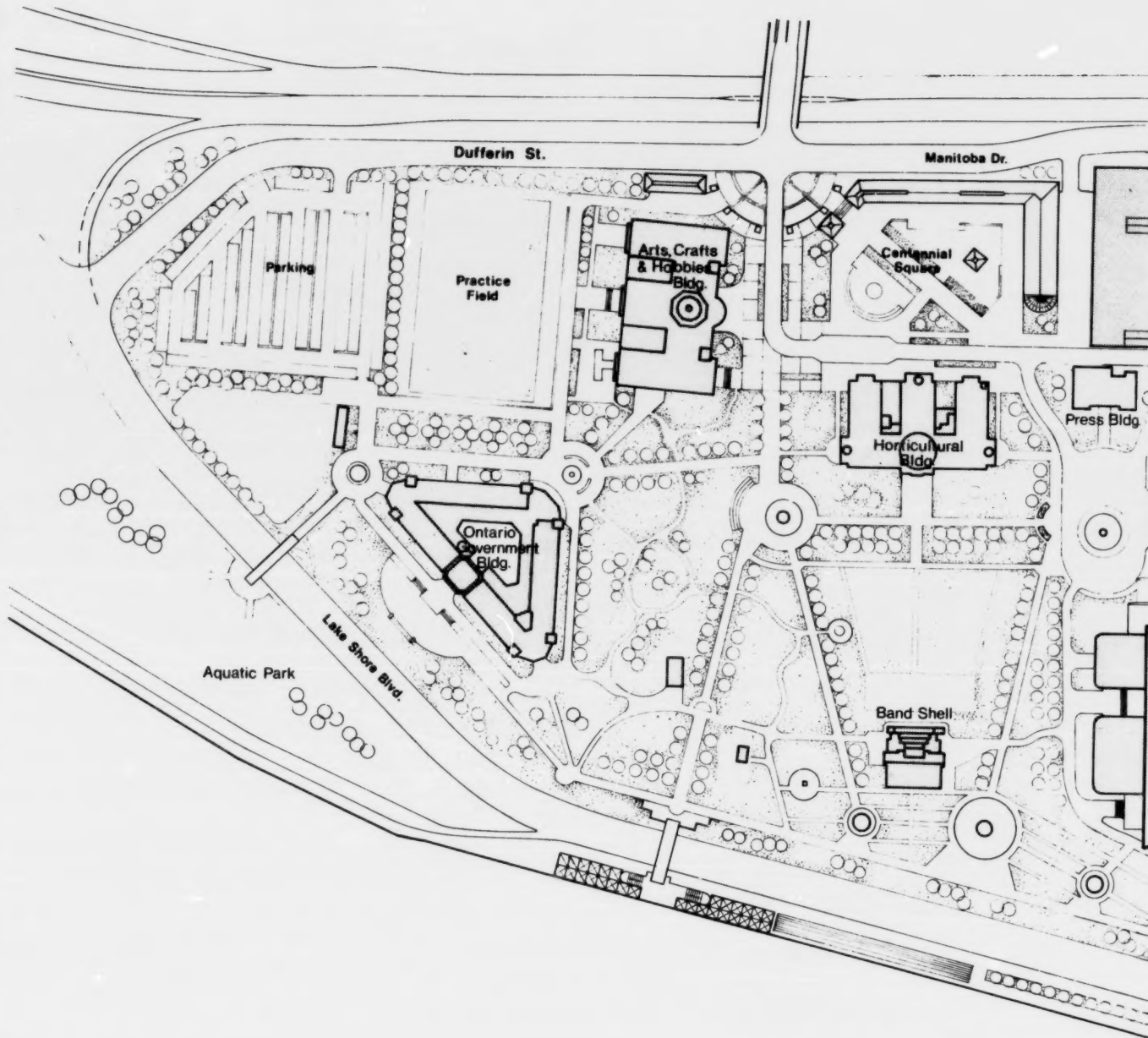
3.0 PROPOSED DEVELOPMENT PLAN

3.1 Introduction

The proposed Development Plan outlined in this chapter resulted from the analysis and conclusions of the feasibility study of an exhibition/sports complex undertaken by Currie, Coopers and Lybrand Ltd. plus an examination of the west end area and the accessibility requirements for the entire site. The consultants undertook a detailed market analysis which formed the basis of additional space and facility requirements. Details of this analysis, the design and operation of the exhibition and sports complex and related improvements can be obtained by reference to the consultant's report and the Executive Summary enclosed with this report. The next chapter contains details of required transportation improvements. The proposed Development Plan is shown as Figure 6.

The primary focus of the proposed Development Plan consists of the enhancement of Exhibition Place as an exhibition and sports centre, while providing for a variety of other uses and events that will reinforce year-round activity on the site. This would be achieved through the renovation of existing facilities, demolition of some structures, the construction of an integrated exhibition and covered stadium complex, infrastructure and landscaping improvements, and improvements to the transportation system feeding the site.

The main addition to the site would be a unique exhibition and sports complex consisting of a covered multi-purpose stadium with seating capacity of 65,000 and a two-level exhibition centre containing 600,000 square feet (55,762 square metres) of prime exhibit space. The Exhibition Centre and Stadium would be connected by a multi-level galleria with 200,000 gross square feet (18,587 square metres). The location of the exhibition/sports complex would allow for a physical linkage to a renovated Better Living Centre and the Queen Elizabeth Building. Taken together, these facilities would provide almost 1.1 million square feet of exhibit space in one complex (see Figure 7). A hotel is proposed as part of the exhibit hall structure. The Coliseum



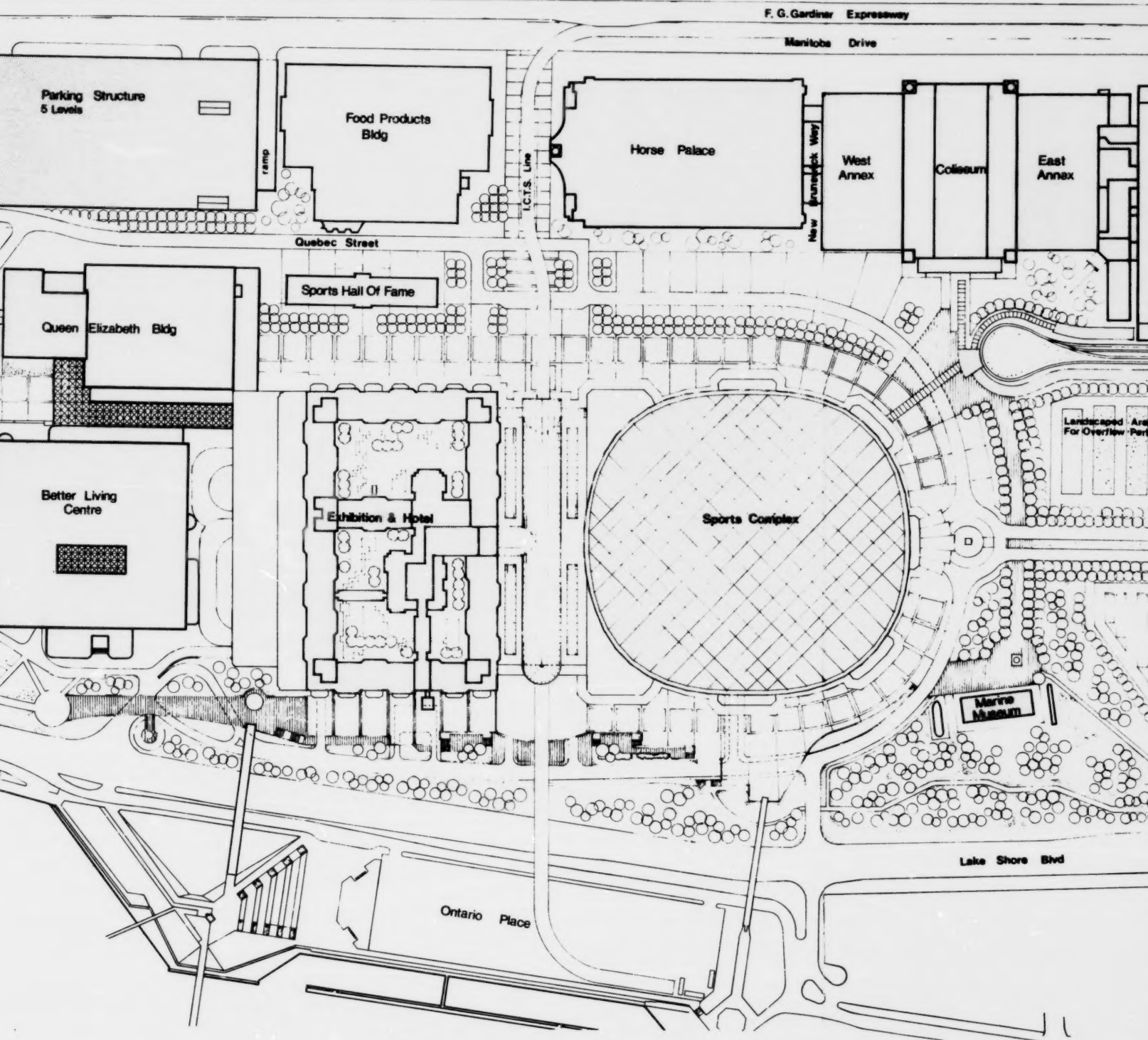


**FIGURE
EXHIBIT**

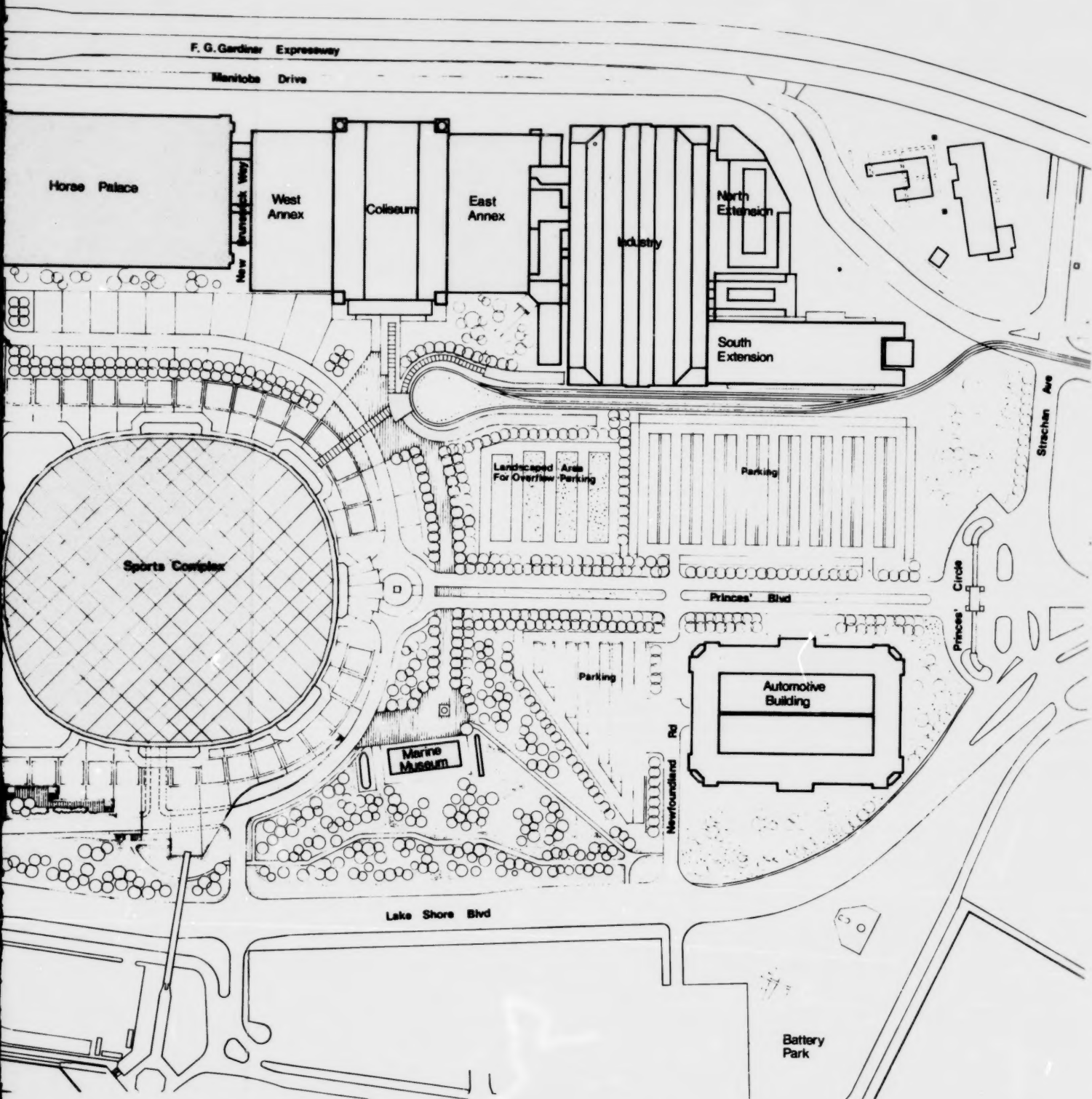


FIGURE 6:
EXHIBITION PLACE DEVELOPMENT PLAN

Complex, which would be renovated and remain as a major exhibit facility for agricultural displays, would also be connected to the new complex. To the south, the Marine Museum would be surrounded by a large landscaped area designed to compliment the historic significance of the site. (This cost is included in the Consultant's report as part of the site works.)

3.2 Components of the Proposed Development Plan

3.2.1 Covered Stadium

The covered stadium would accommodate a broad range of sports, entertainment and exhibition activities in a weather-protected environment. The extension of operations through the winter months would increase the use of Exhibition Place as a year-round facility. The air-conditioned stadium would have a seating capacity of 65,000 with about 40,000 seats between the foul-poles for baseball and about 35,000 seats between the end zones for football.

The playing field of the new stadium would be adaptable for a variety of functions including trade shows, baseball, football, soccer, grandstand shows, and rock concerts. The total space available for exhibitions would be 200,000 square feet comprised of 150,000 square feet on the field surface plus 50,000 square feet on the concourse levels. Table 2, abstracted from the consultants' report, provides a forecast of events in the new stadium.

The football field would be the same as that in the new Vancouver stadium, having a 20-yard end zone rather than the normal Canadian Football League 25 yards. The field level would be slightly above Lake Shore Boulevard but approximately 10 to 15 feet (4.6 metres) below the surrounding grade. This would permit the service, equipment and dressing room areas to be below grade and conveniently adjacent to the field. Vehicles and mobile stages could be brought onto the playing level. The field would have removable artificial turf and utility services would be set in trenches to facilitate exhibitions at this level.

TABLE 2⁽⁴⁾

COVERED STADIUM
FULL 12 MONTH SEASON¹

	Number of Events ⁽²⁾	Total Attendance (in 000's)	Breakdown of Events	
			Sports	Other
<u>With ticket surcharge</u>				
Football (10 regular)	11	500	11	
Baseball	81	1,495	81	
Soccer (14 regular)	17	138	17	
CNE	19	248	6 ⁽³⁾	13
Major Concerts	5	200		5
Thrill Shows	4	90	4	
Miscellaneous and Other Events	11	73	11	
Subtotal	148	2,774	130	18
<u>Without ticket surcharge</u>				
College and highschool sports	22		22	
Very large conventions	2			2
Religious rallies	3			3
Fraternal group rallies	2			2
Community group gatherings	3		1	2
Amateur sports events	10		10	
Circus (1x2 days)	1			1
Exhibitions to be held in conjunction with events in the exhibition facilities (8x7 days)	8			8
Concerts without ticket surcharge	5			5
Political rallies/other	2			2
Subtotal	58	605	33	25
<u>Total</u>	206	3,379	163	43
% of all events			79%	21%
<u>Total number of days the stadium is used</u>				
235 to 240				

1. The forecast summarized in this chart assumes that an aggressive marketing program be implemented.
2. Total days: 206 events on 235 to 240 days (exhibitions and circus are multiple-day events). During some days, two exhibitions will take place simultaneously: one in the concourse, the other on the stadium floor. Also, two sports events are sometimes held at the same day. This explains why the number of days the stadium is used is 235 to 240.
3. Assumes that 6 CNE shows will be "sports events" by the time the covered stadium is finished.
4. Extracted from consultant's report.

Two public concourses would provide access to the seating areas. The first, at the existing grade level, would provide access to the lower tier of seats and to the ramps that lead up to the upper public concourse. The second would provide access to the upper tier of seats. Both concourse areas provide ideal exhibition space and would have appropriate services for exhibitions. Permanent installations, such as washrooms and concessionaire kiosks, would be below the seating area while the ramps would be placed to allow a continuous flow of space for exhibition use. The seating configuration could be modified for various sports by a system of retractable and rotating bleachers, optimizing both the view lines and the number of preferred seats.

The design prepared by the consultant has been based on a fabric and cable pressurized roof since design parameters and costs are known from other applications. It should be noted that all of the major stadiums built within the last seven years in areas with substantial snow fall (i.e. Pontiac, Syracuse, Minneapolis and Vancouver) have such fabric roofs which maintain their shape by the air pressure in the building. The consultants have recommended that before detailed design of a stadium commences, an analysis of the type of roof should be undertaken, including the possibility of a retractable roof.

The cost of the stadium in 1983 tender dollars is estimated at \$140,000,000. The additional cost to provide permanent ice-making facilities is about \$500,000.

3.2.2 New Exhibition Centre

Following the completion of the new stadium, the demolition of the existing stadium would provide sufficient area for the development of a large new Exhibition structure of 600,000 square feet (55,762 square metres). This exhibit space could be divided into six separate exhibit halls of 100,000 square feet (9,294 square metres) each or into other configurations.

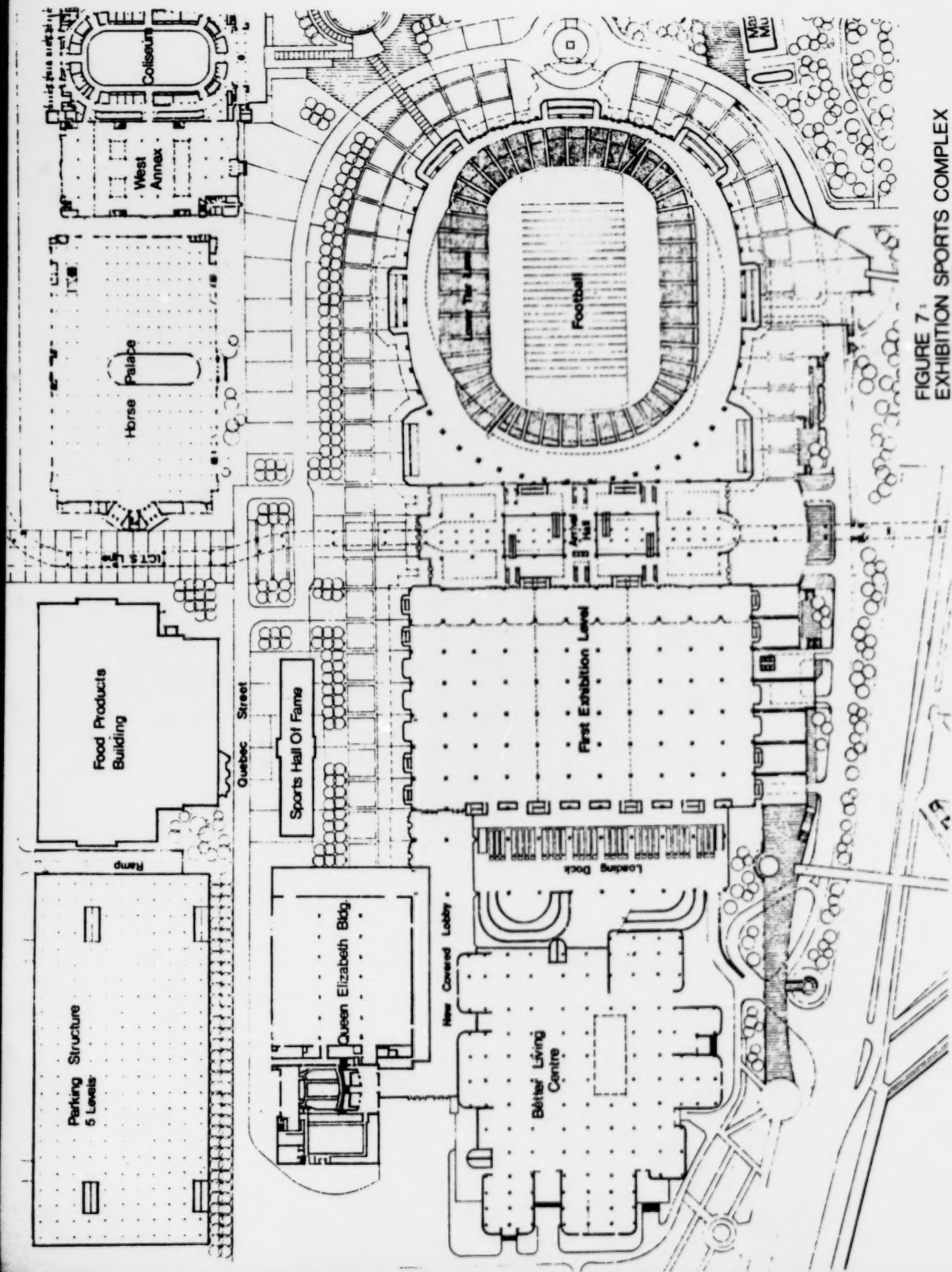


FIGURE 7:
EXHIBITION SPORTS COMPLEX
GROUND LEVEL

Because of the limited amount of available land, a multi-storey exhibition building is proposed. This would include parking for 1,900 cars and taxi areas on the lowest level with a two-level exhibition hall and the option for a two-storey 300-500 room hotel above.

The large 18m x 18m column spacing throughout the exhibition areas would minimize visual obstructions and permit conformance to the accepted North American three-metre show layout grid. Services (such as drainage, power supply, water and compressed air) would be supplied at floor level by a system of modular ducts with flexible access. Banners, signs and lights could be dropped from the ceiling space. A small complement of meeting rooms and offices would be provided at the mezzanine level to fulfill the needs of exhibitors.

3.2.3 Arrivals Hall/Galleria

The stadium and exhibition halls would be connected with a multi-level arrivals hall/galleria (200,000 gross square feet, 18,587 square metres) which would centralize the access systems and the public circulation areas linking the exhibition hall and the stadium. The main public areas of this space are at ground level and the upper exhibition hall level. Extensive services would be located within this galleria including restaurants, administrative offices, custom offices, post office, banks and service operations such as Police, Fire and Ambulance facilities.

3.2.4 Better Living Centre/Queen Elizabeth Building

The proposed exhibition and sport complex will expand west into the renovated Better Living Centre and the Queen Elizabeth Hall by means of pedestrian passageways. Additional space can be added to the west and south sides of the Queen Elizabeth Building and the physical connection between the Queen Elizabeth Building and the Better Living Centre would open up nearly 300,000 square feet (27,881 square metres) of exhibition space for a single event. It would also permit convenient access to the existing meeting and food service facilities in the Queen

Elizabeth Building. The existing administration area and theatre in the Queen Elizabeth Building would be converted into a conference centre for the entire complex.

3.2.5 Renovation of Coliseum Complex

With the completion of the new exhibition facility, the Coliseum Complex would become available for renovation. All existing exhibit space would be upgraded for the Royal Agricultural Winter Fair as well as other trade, consumer and agricultural shows. The main purpose of the complex would be for agricultural use and as ancillary space for large exhibitions. The renovation program would be designed so the complex would be more easily adaptable for both of these functions.

The Complex would be renovated to include:

- a new Coliseum entrance;
- a link to the TTC loop;
- a connection between the Horse Palace and the West Annex;
- upgrading of the ventilation system and the existing ramps in the Horse Palace;
- renovation of the East and West Annexes, the Coliseum Arena, the Industry Building and the Industry extensions.

3.2.6 Administration/Hotel/Trade Mart Facilities

(1) Administration

Upon completion of the stadium and galleria, it would be possible to move the present administration out of the Queen Elizabeth Building into the galleria/stadium area. This new administrative area would serve as headquarters for the entire site.

(2) Hotel

The design concept would provide for a hotel of 300-500 rooms on top of the proposed exhibition complex, to be financed by a private operator. The additional cost of providing for the extra structural support in the Exhibition Centre in order to accommodate a hotel is estimated at \$1,500,000.

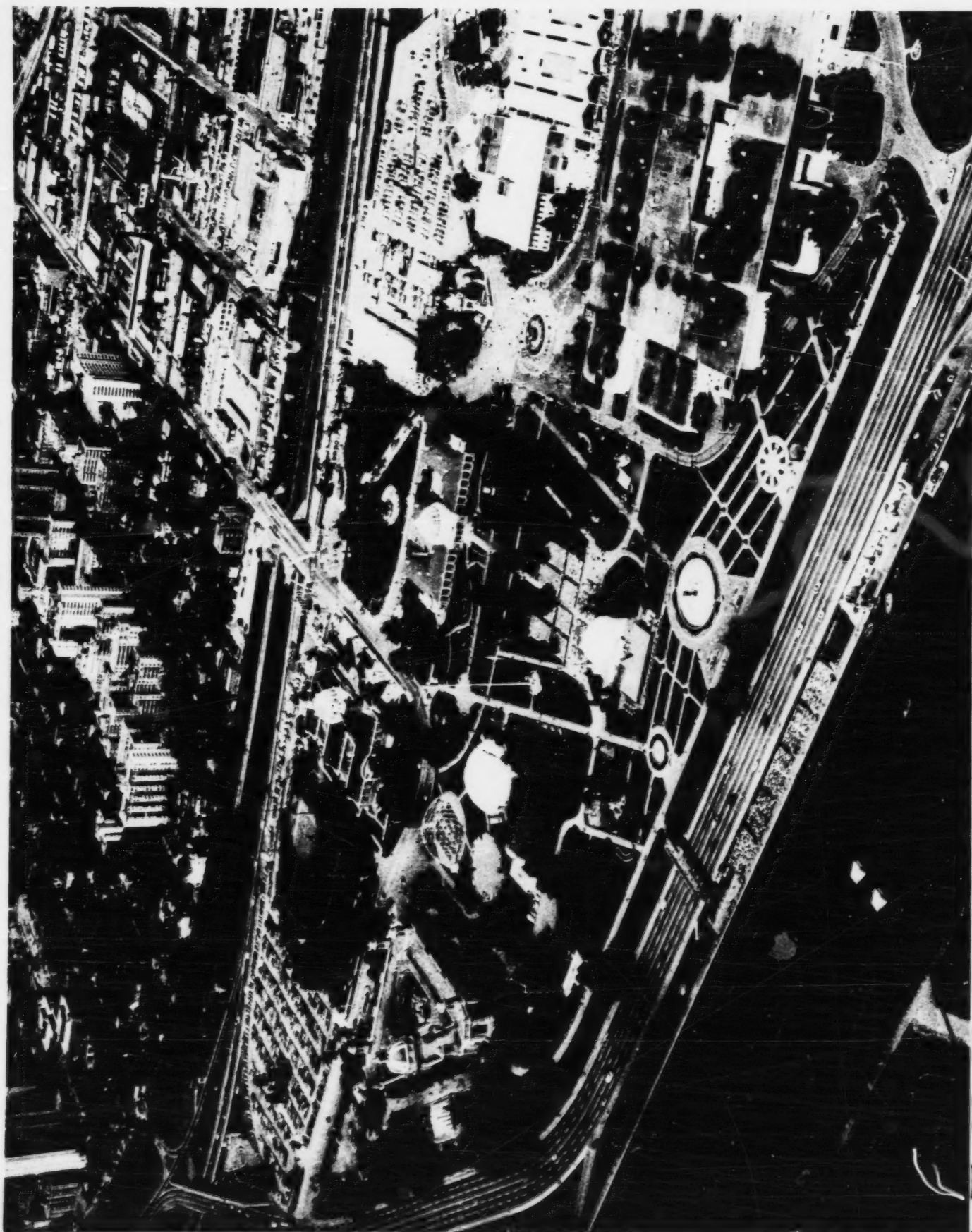
(3) Trade Mart

After the construction of the new exhibition centre and the renovation of the Coliseum Complex, it would be possible to convert the Automotive Building (160,000 square feet, 14,870 square metres) into a permanent trade mart. The building could be converted into offices and permanent exhibit space by the provision of a second floor at the mezzanine level. It would be leased to a private operator and no public financing costs would be involved.

3.2.7 Truck Servicing

The main service route would continue to be Manitoba Drive, which would be moved 60 feet north of the existing right-of-way and widened in order to improve the loading areas for the Coliseum Complex and the Horse Palace.

Service access for the new exhibition and sports complex would be primarily from Manitoba Drive south through an underground truck corridor to the primary loading and servicing area of the main exhibition halls. An enclosed area would be built between the west side of the exhibition structure and the east side of the Better Living Building. A two-way ramp system would allow trucks to enter from the underground corridor to the loading dock areas at both exhibition hall levels. Departing trucks would exit back to Manitoba Drive or south to Lake Shore Boulevard. In order for the complex to function efficiently, five acres of industrial land would be required in the vicinity of Exhibition Place as a marshalling area for about 200 trucks.



Exhibition Place - West End during the C.N.E.

Servicing of the Automotive Building will continue via Newfoundland Road with new loading docks provided on the west side of the building.

3.2.8 West End - Cultural/Entertainment/Recreational Area

Examination of the present usage of the entire site shows a marked distinction between the east and west sections. Buildings in the east portion (i.e. east of the Queen Elizabeth Building) are intensively used for trade and sports purposes and all the open space is devoted to parking. By contrast, the West End contains gracious Victorian-style buildings, historic monuments and stretches of open lawns and gardens. The West End comprises about 50 acres, or 26 percent, of the total site area.

This area is bounded by the Gardiner Expressway to the north, Lake Shore Boulevard to the west and south and the Better Living/Queen Elizabeth Buildings to the east. It contains three major exposition buildings: the Arts, Crafts and Hobbies Building, the Ontario Government Building, and the Horticultural Building. The Music, Press, and Fire Hall/Police Buildings form a separate group in the northeast corner. The Fort Rouille historic monument, the Scadding Cabin and the Rose Gardens form the site's southern edge.

A number of options for the redevelopment and use of the West End were examined including proposals from the Parkdale Community. In the final analysis, it was decided that since the existing stock of buildings were in relatively good condition but had not been fully utilized, funds for the construction of new facilities would not be allocated at this time. The emphasis in the Development Plan, therefore, is to bring all buildings in the West End up to a standard to enable them to be used all year round. This would be accommodated either through total renovation, as in the case of the Ontario Government Building, or through the provision of heating and weather sealing, as in the case of the Horticultural Building. The landscaped open areas would be retained and improved. Provision has been made for the possibility of an Adventure Playground - a

Table: 3

PROPOSED USES FOR THE WEST END

Summer Uses	Winter Uses
- Annual CNE uses	- Trade Shows and Exhibitions
- Picnics, pageants and parades	- Indoor entertainment . dances . concerts . children's theatre
- Bandshell shows, concerts and dances	- Restaurants/Cabarets
- Trade Shows and Exhibitions . Horticultural Show . Arts & Crafts Show etc.	- Indoor arts and crafts shows
- Children's Entertainment . puppet shows . miniature circus shows . children's theatre and concerts	- Community events . bingos . flea markets . rummage sales
- Entertainment for senior citizens and the disabled . talent competitions . concert parties	- Flower shows
- Restaurants/Cabarets	- Winter Carnivals
- Amateur Sports	
- Recreation . bicycling . roller skating	
- Community activities	

supervised area where children would be able to build and play in their own "homemade" structures.

The key to the efficient utilization of the West End would be in programming the buildings and the open space for a variety of functions during the year. This would extend the activity on the entire site throughout the year and also improve the revenue potential from the existing buildings (see Table 3). It is anticipated that the newly constituted Board of Governors will be responsible for actively programming these lands and buildings.

The improvements required to the existing buildings in the West End are outlined as follows:

(a) The Arts, Crafts and Hobbies Building

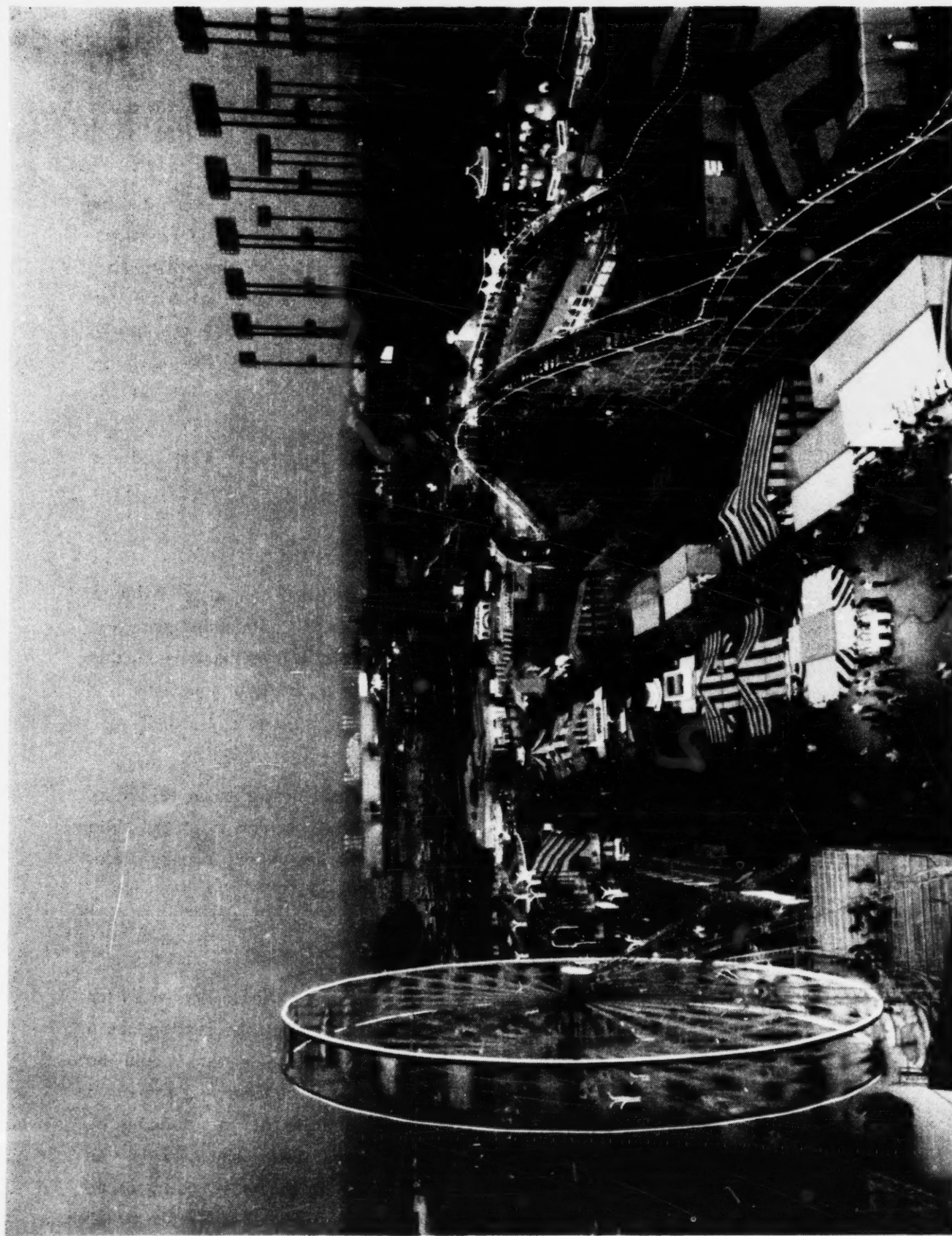
This building has recently been renovated and heated for exhibits and specialized shows. With the redesign of Centennial Square and the rerouting of traffic via the new Dufferin Street extension, this building will become more accessible for a variety of functions.

(b) The Horticultural Building

Also restored, but not yet heated, this building could retain its horticultural use for the CNE and other flower exhibits. The building should be heated to protect the investment already made, and to maximize its use throughout the year.

(c) Ontario Government Building

This building is presently leased by Carling O'Keefe Breweries for promotional purposes during the CNE. It could be restored as a restaurant/cabaret/theatre complex and the atrium could be covered and heated to allow the building to be used year round. It is imperative that the architectural style of the building be retained and restored to its original form since, from an architectural point of view, it is one of the most distinguished buildings on the grounds.



(d) Press Building

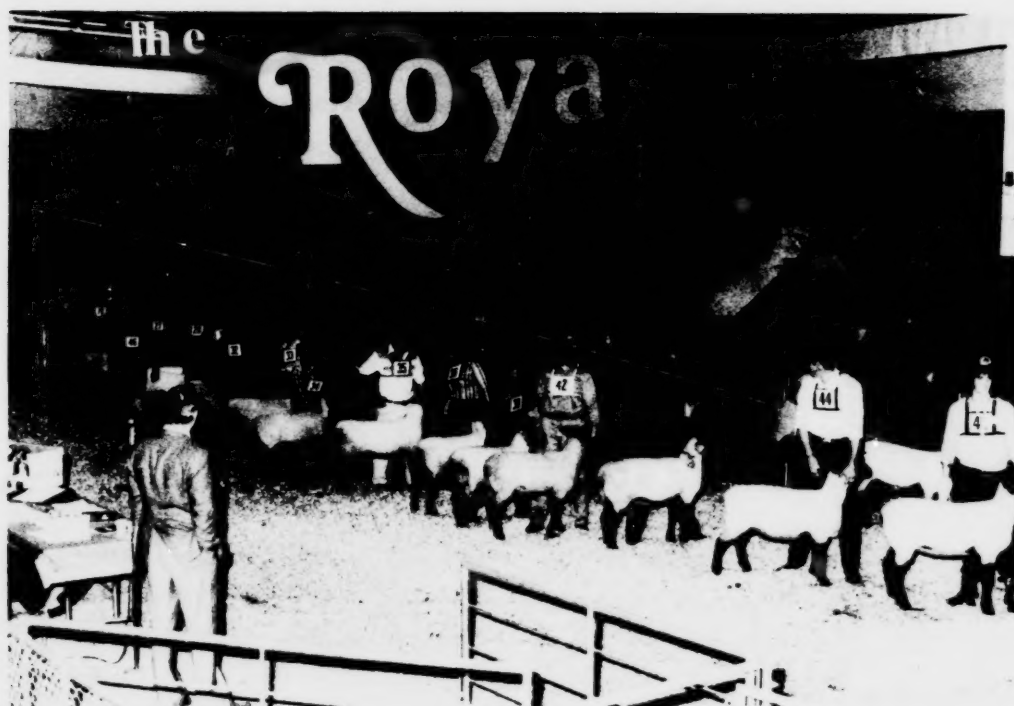
This delightful building would require extensive renovation and a new heating system to accommodate the CNE Archives. The Archives display would give the visitor an exciting glimpse into the CNE's past, in conjunction with the exhibition of early Canadiana in nearby Centennial Square. After renovation the building would initially be used for administrative offices until new facilities are completed in the Exhibition/Sports Complex.

(e) Firehall/Police/Ambulance Buildings

A large parking facility to serve the new complex is proposed in this area. This would require the demolition of the present Police/Fire and Ambulance buildings. However, the Police/Fire building is deemed to have historic value and it may be possible to incorporate elements into the new structure.

The design concept for open-space in the West End is based on the provision of highly visible and easily identifiable pedestrian squares or plazas from which the visitor can be directed to a desired destination or activity. Four major plazas or arrival points would be:

- (a) Centennial Square - as the gateway from Dufferin Street, would provide major public facilities such as information, washrooms, shops and concessions and a transit (bus) stop;
- (b) The Princess Margaret Plaza around the fountain of the same name - would provide an entrance to the Exhibition/Stadium Complex from the west;
- (c) British Columbia Plaza - would provide access to Aquatic Park over Lake Shore Boulevard via a pedestrian bridge, from the Ontario Government Building; and,
- (d) Fort Rouille Plaza - would link the pedestrian walkways through the Fort Rouille site along the boardwalk to the Rose Gardens and



to Ontario Place via a pedestrian bridge across Lake Shore Boulevard.

It must be emphasized again that the key to the successful operation of the West End lies in the programming of the site. Each building and every activity must be part of an overall program. The "mix" of programming should include profit and non-profit operations but every effort should be made to have the activities cover the operating costs. Community activities and entertainment events could be scheduled around commercial uses in order to generate additional visitors from the Metropolitan area (see Table 3).

3.2.9 Improved Open Space

A number of site improvements would be undertaken in conjunction with the improvements outlined above. Parking lot areas would be landscaped and pedestrian and vehicular routes would be properly delineated. The design would provide a sense of cohesiveness and consistency, which is now lacking. In the west end all landscaped space would be retained and improved including the 6 acre area east of the Ontario Government Building.

3.3 Operation of the Annual CNE and the RAWF in the Proposed Plan

With the new construction and renovation of the existing facilities at Exhibition Place, the gross exhibition space would be increased to approximately 2 million square feet by 1990. This additional space will require changes in the operation of the existing events in order for the grounds to be utilized to their full potential.

One of the major principles of the goals and objectives is to retain and enhance the CNE and RAWF operations.

(1) The Canadian National Exhibition

The new Exhibition/Sports Complex would become the single most important exhibit area in the Canadian National Exhibition, and would allow the entire Coliseum Complex to be primarily dedicated to agricultural exhibits. Entertainment would be dispersed throughout the grounds with different areas catering to different audiences. The present midway is located in the parking area between the Coliseum Complex and Princes' Boulevard, extending to the west in the open area to the south of the Horse Palace. It has been determined that future midways would not require as big an area in view of more advanced compact equipment. During the CNE the midway could, therefore, be accommodated in the parking areas between the Automotive Building and Coliseum Complex. The existing Roller Coaster would be demolished for the proposed stadium.

Although 1,000 car spaces would be lost from this area during the CNE, the new facilities would still provide about 4,800 on-site spaces during the Exhibition period.

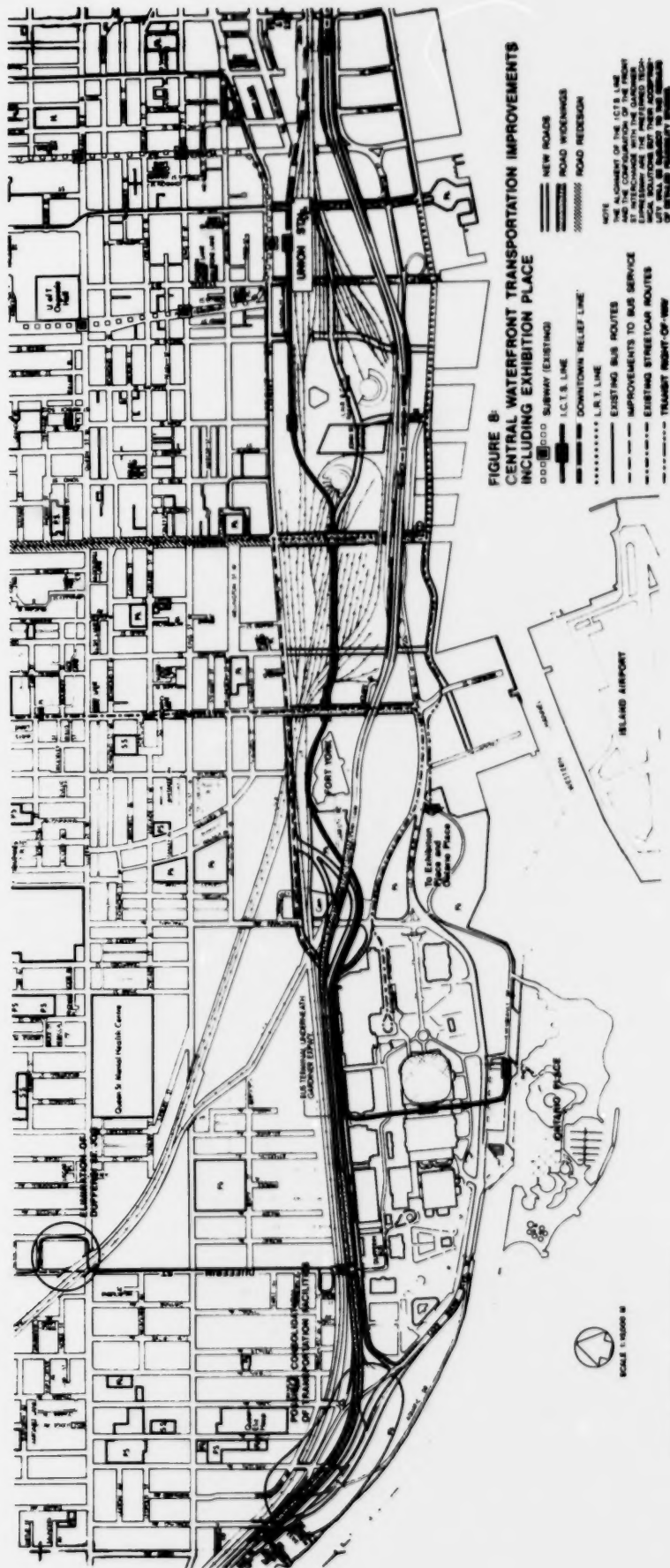
(2) The Royal Agricultural Winter Fair

The Coliseum Complex would remain the core of the traditional RAWF operation. Here, most of the agricultural displays and animal competitions would take place. The arena could accommodate displays of large farming equipment and machinery, since the Royal Horse Show could be staged in the nearby covered stadium.

3.4 Operation of Trade and Consumer Shows

Because of the increased exhibit space and the addition of six new exhibit halls in the new exhibition centre, the site would be able to provide for a variety of trade or consumer shows. In addition to major

shows which would use the entire complex, it would be possible to operate separate shows simultaneously. The design of the complex would allow visitors to these shows to have their own admission, meeting and service facilities. The galleria would provide a generous space for public circulation between functions and for the provision of related services, and the stadium could handle a number of exhibit and trade shows in conjunction with the adjacent exhibition halls.



4.0 ACCESSIBILITY

4.1 Introduction

One of the main components of the feasibility study was to determine whether adequate transportation facilities could be provided in order to accommodate the proposed Exhibition/Sports Complex.

The analysis of the transportation network and on-site parking showed that the existing access and parking facilities have generally been found adequate for smaller trade shows and sports events as well as other day to day activities which do not draw capacity crowds and do not generate intense peaking conditions. However, during the large trade shows (such as the Home Show, Sportsmen's Show), and during the Canadian National Exhibition/Ontario Place season, the site suffers from congestion, and the surrounding roads are generally clogged with traffic. Special transit arrangements, additional parking and traffic control measures are implemented during those events in order to alleviate traffic congestion, but problems still persist.

Improved transit and vehicular access to Exhibition Place is dependent on providing improvements to the transportation network external to the site and in particular to the facilities in the Central Waterfront area. In May 1983, the Metropolitan Corporation and the Toronto Transit Commission produced a joint report entitled "Central Waterfront Transportation Study". The purpose of the study was to examine transportation requirements for existing and proposed development in the Central Waterfront area, extending from Yonge Street to Exhibition Place.

Transportation requirements for a redeveloped site have therefore been examined in the context of this broader transportation study. Both the feasibility study and the waterfront transportation study proceeded in parallel and have been mutually supportive in the sense that one provided input to the other. The following sections provide a synopsis of the on-site and off-site transportation analyses conducted as part of the two studies.

4.2 Future Demand and Capacity Requirements for the Proposed Development

Based on a preliminary travel demand analysis it is estimated that with the implementation of the proposed Development Plan, future peak departure rates from the Exhibition Place area could be as high as 55,000-65,000 person trips per hour. Such worst case conditions are likely to occur at times when major events are scheduled for the same period at the proposed stadium, the proposed Exhibition Centre and other Exhibition Place and Ontario Place facilities. It is obvious that scheduling and co-ordination between all events must be maintained in order to minimize the frequency of peak conditions.

Because the road system surrounding the site becomes congested now when major events occur at Exhibition Place, it is proposed that no additional parking spaces be provided on site. This means that a total of 5,850 existing spaces should be accommodated in the new plan. With the 1,450 spaces in the Ontario Place lots, the total number of spaces available in the area will remain at about 7,300. This approach requires that any additional transportation capacity requirements will have to be accommodated mainly with improvements to the transit system.

Full utilization of parking lots for a particular event may not be possible due to different arrival times and lengths of stay by visitors to various activities on the same day. For example, during the arrival of visitors to a major sporting event, the parking lots could already be partly occupied by visitors to other shows who have arrived earlier and do not leave during the same departure hour as the sports fans. Therefore, the total number of vehicles leaving the parking lots during the peak departure hour could be substantially less than the total available parking capacity. Also, the rate of exiting flow from the parking lots within Exhibition Place would be controlled by the capacities of the adjacent road system and the exit locations from Exhibition Place. Based on traffic surveys conducted during the past few years and considering that some operational improvements could be made to the traffic conditions in the area, it is estimated that about 4,000 vehicles could be discharged from

the Exhibition Place parking lots and an additional 1,000 vehicles from the Ontario Place parking lots, during a peak departure hour. These estimates are consistent with the total capacity of exit locations from Exhibition Place and Ontario Place. Therefore, the maximum departure rate for autos leaving Exhibition Place and Ontario Place during a peak departure hour is assumed to be 5,000 vehicles per hour.

Based on the above, the calculations outlined in Table 4 were made to determine future transit needs based on a design hour departure rate. The design hour departure rate is based on the volume of people exiting the site within one hour after a major event. This is expressed as passengers per hour (p.p.h.).

This tabulation shows that an additional transit capacity of 19,500 persons per peak hour is required. The capacity provided by a new Intermediate Capacity Transit Line ranges between 15-20,000 persons per hour.

4.3 Required Transportation Improvements

The following is a series of required external and internal transportation improvements based on the above analysis, other infrastructure requirements for the Central Waterfront as documented in the report on the Central Waterfront Transportation Study and internal road improvements required to service the proposed development. Figures 6 and 8 illustrate the main improvements listed below.

4.3.1 Road Improvements

(a) Dufferin Street Extension

As part of a program to facilitate north/south movements in the west central portion of the City of Toronto, Dufferin Street is proposed to be upgraded to Metropolitan arterial status by:

Table: 4

COMPARISON OF TRAVEL DEMAND AND CAPACITIES

	persons per hour
Design Hour Departure Rate	65,000
Number of persons leaving by auto 5,000 cars X 2.5 persons per car	12,500
Other modes (walking, taxi, etc.)	<u>5,000</u>
Total persons requiring transit (65,000 - 17,500)	47,500
<u>Available Transit Capacities</u>	
GO (Lakeshore East and West)	10,000
T.T.C. - Dufferin Bus (improved)	5,000
- Bathurst Streetcar	5,000
- Express/Charter and Special Services	<u>8,000</u>
Transit Sub-total	28,000
<u>Additional Transit Capacity Requirement</u> (47,500-28,000)	19,500

- (1) eliminating the jog at Queen Street;
- (2) improving the linkage south of the Gardiner Expressway to connect directly to Lake Shore Boulevard.

The bridge structure over the Gardiner would be widened and Dufferin Street will be rerouted around the north perimeter of the Exhibition grounds west to Lake Shore Boulevard. The intersection of British Columbia Road and Lake Shore Boulevard will be closed and through traffic will no longer use the internal road.

In order to provide for the new Dufferin extension, the present Dufferin gates would have to be relocated to the south to allow for a redesigned bridge over the Gardiner Expressway. There would be a signalized intersection with the extension of Manitoba Road, the new Dufferin extension to the west, and the Dufferin Gates entrance to the south. The design of the intersection would emphasize the movement of through traffic from Dufferin to Lake Shore Boulevard.

(b) Lake Shore Boulevard

Improvements to this road would probably be required to provide improved access to both the Exhibition Grounds and Ontario Place. In order to accomplish this, the pavement may have to be widened from 6 to 7 lanes in order to provide a new centre lane for left turn movements only.

(c) South Service Road

Additional access to Exhibition Place from Lake Shore Boulevard would be provided through a new service road connecting the existing entrance at Ontario Drive to a new signalized entrance just to the east of the easterly Ontario Place pedestrian bridge. Left turns into the site would be provided at both intersections with Lake Shore Boulevard. The Newfoundland/Lakeshore intersection would remain signalized, but only right-in and right-out movements will be permitted.

The new service road would provide direct access for visitors, taxis, shuttle buses, and for parking to the "front" entrance of the Galleria. Truck access to the Exhibition/Sports Complex would be by way of Ontario Drive (as well as Manitoba Drive via underground roadway). A system of circular ramps would bring trucks up to both levels of the new trade centre. The Better Living Centre would also be served by the same loading area.

(d) Front Street Extension

Front Street is proposed to be extended westerly from Bathurst to Strachan with eastbound-off and westbound-on connections to the Gardiner Expressway. A direct access ramp from a new Strachan/Front intersection to Manitoba Drive would incorporate reserved bus lanes (one in each direction) and two lanes for other vehicles. This connection would facilitate movements for automobiles, trucks and buses to gain easier access to Manitoba Drive.

(e) Manitoba Road

In order to improve internal access for trucks and buses, Manitoba Drive will be relocated 60 feet north of its present alignment, widened to 4 lanes, and extended straight through to Dufferin Street on the south side of the Gardiner Expressway. At the east end, there will be a direct ramp connection to the Front Street extension. The new alignment would allow for (truck) servicing to the Coliseum Complex and the Food Building. During special stadium events, this extra 60 feet could be used for bus parking in conjunction with the new Bus Terminal on the north side of Manitoba Drive under the expressway. The cubicles under the Gardiner Expressway, occupied by the St. John Ambulance and the Lost Children's Department, would have to be relocated. A new truck ramp from the new Exhibition Centre would connect to Manitoba Drive on the west side of the Food Building. Manitoba Drive would also connect to a new multi-level parking garage for 2,600 cars between the Food Building and Centennial Square.

(f) Internal Road Network

Except for the realignment of Dufferin Street to Lake Shore Boulevard, the road system at the West End of the site would be used mainly for pedestrian movements and for emergency and service access.

Other internal road changes include:

- (1) Saskatchewan Road would be extended directly into Quebec Street which, in turn, would join Princes' Boulevard at the new Princes' Plaza just to the east of the new Stadium.
- (2) Princes' Boulevard would be provided with a new roundabout at Princes' Plaza which would be a drop-off area for V.I.P.'s. Visitors to the Coliseum, especially during the Royal Winter Fair, would use the portion of Quebec Street extending north to the Coliseum from Princes' Plaza.
- (3) From the Princes' Plaza roundabout, a new relief road, New Brunswick Way, would connect with the new service road along the north side of Lake Shore Boulevard.

(g) Special Traffic Measures

In order to handle the major peaks, it would be necessary to institute a system of reversible lanes with special signage to make maximum use of the available traffic lanes. An amount of \$800,000 has been included in Table 7 for this purpose.

4.3.2 Transit Improvements

(a) Rapid Transit and Streetcar Lines

An ICTS facility, which would service the CN Tower, the new Convention Centre, Fort York and the Railway lands development, is proposed to link Union Station to the Exhibition/Sports Complex. This new facility would eventually be part of a rapid transit link that

would extend from Union Station easterly and westerly to connect to the Bloor/Danforth subway.

A number of options are possible for the extension of the ICTS line into Exhibition Place. One would be for the line to proceed over Manitoba Road to Nova Scotia Avenue and continue southerly into the Arrivals Hall/Galleria terminating at Ontario Place. Stations would be located at the Galleria and Ontario Place.

The existing Bathurst streetcar loop would remain at its present location with the capacity of this line remaining at approximately 5,000 persons per hour.

The Central Waterfront Transportation Study report identified an option for the extension of the Queen's Quay Light Rail Transit (LRT) line west of Bathurst Street along the south side of Lake Shore Boulevard. This LRT line could connect to the Exhibition Place/Ontario Place area in the future.

(b) Bus Services

(1) Special TTC and Chartered Bus Terminal at Exhibition Place

One of the major transit proposals is to provide a bus terminal inside the grounds. This terminal is proposed for the area under the Gardiner Expressway - between the GO Station and the Industry Building and could provide space for up to 100 Special/Charter buses.

The terminal would be linked to the Exhibition/Sports Complex by a covered pedestrian connection linking the GO Station to the Galleria.

Extra parking space for about 50 buses could be provided in the truck loading area on the south side of Manitoba Drive and the parking lot east of the Marine Museum Park.

(2) Dufferin Bus

At the present time the regular Dufferin Bus serving the Exhibition grounds is poorly used compared to the other transit services. In order to attract more riders, improvements to the service would be required. This will include:

- elimination of the jog at Queen Street to allow for faster service from the Bloor/Dufferin subway station;
- provision of an off-street, fare-paid bus loop at the Bloor/Dufferin station.

During the CNE period, the bus service would loop just north of the bridge and the Gardiner Expressway. The regular (non-CNE) service would enter the Dufferin Gates and loop at the Princess Margaret Square.

(3) Front Street Bus

If required, a bus service could operate along the proposed extension of Front Street to link Exhibition Place with Union Station. It should be noted that unless transit priority were to be given to buses on Front Street, and special provision for terminal facilities were to be made available at Union Station, it would not be feasible to operate a high capacity/high frequency service on this route.

(c) Improvements to GO/VIA Service

With appropriate modifications, the present GO Station could accommodate the needs of both VIA and GO service for Exhibition Place. The station could be rebuilt with an underpass under the tracks and Manitoba Drive, then linked by a covered walkway to the galleria. The underpass could also be used by visitors from the adjacent bus terminal and should serve to reduce pedestrian vehicular conflict on Manitoba Drive. The station design would provide weather protected service to all rail passengers.

4.3.3 Parking

(a) Distribution and Capacity

The parking capacity on the site of 5,850 car spaces is considered to be a maximum for future planning purposes since the existing and proposed road system is not considered capable of handling more private vehicles. However, the present layout and distribution of Exhibition parking lots does not contribute to the aesthetics or efficiency of site operations. There are too many existing surface lots with multiple access points which generate undesirable internal traffic on the site. The plan reduces the parking areas from eight to five with the 5,850 spaces allocated as follows:

Coliseum Lot (Surface lot south of Coliseum Complex)	800
Marine Museum Lot (Surface Lot east of Marine Museum Park)	200
Trade Complex (2 levels underground)	1,900
North Parking Structure (Multilevel - above and below grade)	2,600
West End Surface Lot	<u>350</u>
	5,850

The parking areas have been placed on the periphery of the site as much as possible to avoid internal traffic movements. There is a possibility that exit-only ramps to the Gardiner Expressway could be constructed at the north Parking Garage to expedite departing peak hour traffic.

4.3.4 Pedestrian Linkages

One of the main design objectives is to provide a continuous east/west pedestrian capability through the site and adjacent to the water's edge. Since Exhibition Place is cut off from its original shoreline by Lake Shore Boulevard, it is proposed that a 20 foot boardwalk be reinstated along the south perimeter of the site at the present grade of +262. This boardwalk would provide a pedestrian and bicycle link to the rest of the metropolitan bicycle/pedestrian system through the waterfront lands and a connection to future links within the railway lands.

South of the proposed Exhibition/Sports Complex, the boardwalk would become a part of a wide pedestrian concourse with terraces linking the galleria and the Ontario Place bridges.

Along its length, the boardwalk would change design and landscaped treatment to reflect the character of the surrounding area. From the boardwalk four pedestrian bridges extending over the Lake Shore Boulevard would link the site with the Aquatic Park, the Aquarama viewing area and Ontario Place/Battery Park.

A secondary east/west pedestrian connection would be retained along Princes' Boulevard. Where the Boulevard meets the stadium, the pedestrian system divides into a northern link around the Exhibition/Sports Complex to the Coliseum and the West End. This route would pass by the Sports/Hockey Hall of Fame and run between the Better Living Centre and the Queen Elizabeth Building. The southern link of the system would extend around the south side of the stadium linking the Ontario Place bridges and the boardwalk.

There would be three major north/south connections, one from the Dufferin Gates to the lakefront through the West End and a second route from the GO/VIA/Bus station through the Galleria to Ontario Place. The third would link the TTC Bathurst loop directly to Ontario Place through the Marine Museum area.

To anchor the system a series of pedestrian precincts and plazas would be strategically located on the site. Starting at the east, the Princes' Gate Plaza would redefine the ceremonial entrance into the grounds. Princes' Boulevard would terminate at the stadium in the form of a traffic 'circle' (Princes' Plaza) enclosing a landmark design feature. This focal point would act as a strong and visible terminating point to Princes' Boulevard in conjunction with the backdrop of the stadium.

Looking east from the Princes' Plaza the visitor would be able to see the Princes' Gates in the distance. Immediately to the north would be an

arrivals precinct covering over one hectare of land. This would be the primary reception zone for passengers from the T.T.C. loop and the surface parking lots further east. During the annual exhibition the entire area, including the parking lots, would be replaced by midway operations. Accordingly, special attention will have to be paid to its design treatment.

South of the Princes' Boulevard, the area around the Marine Museum would be given a completely new landscape treatment resembling the original outline of the old Stanley Barracks which last stood prior to 1953.

In the western part of the grounds the Princess Margaret Plaza would become a central focus linking the West End Park with the Exhibition/Sports Complex. The plaza would lead to the secondary galleria joining the Better Living Centre to the Queen Elizabeth Building which would serve as the western entrance to the new Exhibition Centre. Provision of a Dufferin bus stop in the Princess Margaret Plaza would enforce its significance as a secondary arrival point to the Exhibition/Sports Complex.

The new Dufferin Plaza would frame the entrance from Dufferin Street into the grounds. It would be designed to allow easy passage of crowds, and provide an entrance for the Dufferin Bus.

Almost all the existing roads in the West End Park will be retained at their present alignments but would be redefined as pedestrian routes, capable of accommodating emergency and service vehicles only.

The proposed pedestrian network respects the original character of the site by providing for strong pedestrian movements in all directions. Access to the lake will be maintained via new bridges and a boardwalk along the north side of Lake Shore Boulevard. This would provide views to the lake as well as continuous connections with pedestrian and bicycle routes along the Waterfront.

4.4 Costs of Transportation Improvements

It should be emphasized that the costs of a number of the proposed transportation improvements have been included in the "Central Waterfront Transportation Study". These include:

- an ICTS line from Union Station (including the section through Exhibition Place);
- Front Street Extension and ramp to Manitoba Drive;
- Dufferin Street extension through Exhibition Place.

All other facilities proposed mainly for internal site improvements have been included in this report. The exceptions to this are the possible widening of the Lake Shore Boulevard pavement, the improvements to the GO transit station and any costs associated with new or expanded bus operations.

4.5 Transportation System Management

In view of the concentrated level of activity on the site during certain periods, events would have to be coordinated in order to reduce peak hour demands on the system and a marketing program would have to be developed to encourage the use of public transit. Included in this program would be advice on peripheral and downtown parking areas adjacent to public transit routes serving Exhibition Place, in order to encourage "park-n-ride" activity.

The number of other attractions at Ontario Place and Exhibition Place would provide an opportunity for people to remain on-site after a major event and hence reduce congestion on the transportation system. Furthermore, after-game entertainment and interviews on the new television-like scoreboard could be programmed in the stadium to encourage spectators to remain longer.

Table: 5

EXHIBITION PLACE
CONSTRUCTION SCHEDULE AND COSTS

CONSTANT COST (1983 \$)

\$ '000,000's

	83	84	85	86	87	88	89	90	
Design & Permits									
Component One									
Reno. - B.L.B. & Q.E.B.									8.4
Build. - B.L.B. & Q.E.B. Link									3.6
Site Works - B.L.B. & Manitoba Dr. & N.E. Parking									3.0 15.0
Component Two									
Demo - West of Food Building									0.3
Build - North Parking Garage									16.0
Demo - Partial South Stands & Midway									1.2
Build - Stadium									140.0
Build - Link to Coliseum									0.9
Site Works - N.S. & E of Stadium									3.4
Demo - Existing Stadium									3.3 165.1
Component Three									
Build - Main Exhibition Hall									98.4
Build - Link to Q.E.B.									1.0
Site Works (incl. marshalling yard)									9.3 108.7
Component Four									
Reno - Annex, Coliseum, Ind. Bldg. N. & S. Extensions									11.4
Site Works									0.3 11.7
TOTAL CAPITAL COSTS	-	66.29	70.25	41.98	37.00	42.81	33.66	8.51	300.5

Note: A number of critical assumptions and factors have been applied to produce the estimates included in this schedule. These are outlined in Sub-Section C4 of Chapter IV of the Consultant's Report titled Construction Schedule and Costs.

5.0 FINANCIAL AND ECONOMIC ANALYSIS

5.1 Capital Costs and Phasing

Capital costs and phasing for the proposed Development Plan have been prepared in two sections. The consultant's report basically covers the entire area to the east of and including the Better Living Centre and the Queen Elizabeth Building. Tables 5, 6 and 7, extracted from the consultant's report, provide a summary of the estimated capital costs and scheduling for this area shown in 1983 tender dollars and current (ie. inflated) dollars. Estimates for improvements to the West End were prepared separately and these are shown on Table 8 together with the proposed phasing. It should be noted that the summation of the annual costs from these Tables provides the following schedule of expected capital costs expressed in 1983 tender dollars:

	(000,000's)
1984	67.30
1985	72.34
1986	43.38
1987	41.10
1988	47.01
1989	33.66
1990	<u>8.51</u>
Total	313.30

5.2 Annual Operating Costs and Revenues

Estimated annual operating costs and revenues (exclusive of debt service) have been prepared by Currie, Coopers and Lybrand Ltd. for the proposed new facilities as well as the existing facilities included in the area to the east of and including the Better Living Centre. Estimates were based on projections of usage developed from the market analysis and a number of assumptions, and these can be obtained by reference to the consultant's report. A similar exercise was not carried out for the facilities at the West End of the site in view of the difficulties of

TABLE 6(1)

EXHIBITION PLACE
PROPOSED DEMOLITION, RENOVATION, AND PROPOSED CONSTRUCTION SCHEDULE
MEASURED IN 1983 CONSTANT DOLLARS
(In 000's \$)

- 66 -

Project Name	Project Costs in Constant Dollars	Project Cost by Year in Constant Dollars										
		1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Component One:												
Better Living Building and Queen Elizabeth Building	\$ 8,400	\$ 4,452	\$ 3,948									
Better Living Building and Queen Elizabeth Building Link	3,600	1,908	1,692									
Site Works -- Better Living Building, Manitoba Drive, NE Pkg.	3,000	1,550	1,410									
Component Two:												
Structures West of Food Building	300											
North Parking Garage	16,000	7,840	8,160									
Partial South Stands and Midway	1,200	1,200										
Stadium	140,000	49,000	53,200	\$37,800								
Link to Coliseum	900		900									
Site Works -- North, South, and East of Stadium	3,400		1,836	1,564								
Existing Stadium	3,300		1,716	\$ 1,584								
Component Three:												
Main Exhibition Hall	98,400				35,424	\$42,312	\$20,464					
Link to Queen Elizabeth Building	1,000					500	500					
Site Works	1,800						1,800					
Marshalling Yard	7,500						7,500					
Component Four:												
Annex, Coliseum, Industry Building, North and South Extensions	11,400						3,192					
Site Works	300											
Total Construction Costs by Year	\$200,500	\$44,792	\$70,144	\$41,980	\$37,008	\$42,812	\$33,456	\$8,208				

(1) Extracted from consultant's report

TABLE 7(1)

EXHIBITION PLACE
PROPOSED DEMOLITION, RENOVATION, AND PROPOSED CONSTRUCTION SCHEDULE
MEASURED IN CURRENT DOLLARS
(In 000's \$)

- 67 -

Project Name	Project Costs In Current Dollars	Project Cost by Year in Current Dollars										
		1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974
Component One:												
Better Living Building and Queen Elizabeth Building	\$ 8,896	\$ 4,715	\$ 4,181									
Better Living Building and Queen Elizabeth Building Link	3,812	2,020	1,792									
Site Works -- Better Living Building, Mainlobe Drive, NE Pkg.	3,177	1,664	1,453									
Component Two:												
Structures West of Food Building	318											
North Parking Garage	16,944	8,203	8,641									
Partial South Stands and Midway	1,271	1,271										
Stadium	148,760	51,891	56,339	\$40,030								
Link to Coliseum	1,081			1,081								
Site Works -- North, South, and East of Stadium	3,835		2,071	1,764								
Existing Stadium	3,964			2,061	\$ 1,903							
Component Three:												
Main Exhibition Hall	125,875				45,315	\$54,126	\$26,434					
Link to Queen Elizabeth Building	1,362					681	681					
Site Works	2,612						2,612					
Marshalling Yard	10,882						10,882					
Component Four:												
Annex, Coliseum, Industry Building, North and South Extensions	16,540						4,631	\$11,909				
Site Works	464							464				
Total Construction Costs by Year	\$349,292	\$79,202	\$74,517	\$44,934	\$47,218	\$54,807	\$45,240	\$12,373				

(1) Extracted from consultant's report

TABLE 8

EXHIBITION PLACE

WEST END CONSTRUCTION SCHEDULE AND COSTS	83	84	85	86	87	88	89	90	COST (1983 \$) \$ '000,000's
<u>Design and Permits</u>									
<u>Component One</u>									
Temporary quarters for Police, Fire & Ambulance									0.10
Demolition of Music Building									0.11
Renovation of Press Building for Office and Archives									0.85
New Dufferin Gates									1.1
Re-build West End Parking Lot									0.2
<u>Component Two</u>									
Pedestrian Bridges over Lake Shore Blvd to: Aquarama Viewing Area									0.20
Aquatic Park									0.20
Winterize Horticultural Building									0.54
<u>Component Three</u>									
Renovate Ontario Government Building									5.7
Site Works and Landscaping for West End area									3.0
Traffic Control									0.8
TOTAL CAPITAL COSTS	-	1.01	2.09	1.4	4.1	4.2	-	-	12.8

SUMMARY OF NET OPERATING GAINS AND LOSSES
MEASURED IN CURRENT DOLLARS
(In 000' \$)

Table: 9

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Exhibition Area - Existing Facilities											
Total Operating Revenues	\$ 4,934	\$ 4,778	\$ 6,168	\$ 7,542	\$ 9,058	\$ 9,985	\$ 2,818	\$ 7,187	\$ 8,239	\$ 8,733	\$ 9,257
Total Operating Expenses	7,234	6,250	8,860	7,607	8,467	9,124	2,562	6,468	7,207	7,648	8,118
Net Operating Gain (Loss)	(2,296)	(1,472)	(672)	(65)	591	861	256	739	1,032	1,085	1,139
Exhibition Area - New Facilities											
Total Operating Revenues	568	2,366	3,033	3,695	4,427	4,976	16,858	16,628	19,061	20,204	21,417
Total Operating Expenses	603	2,474	2,984	3,695	4,041	4,408	15,028	14,925	16,770	17,784	18,859
Net Operating Gain (Loss)	(35)	(108)	49	200	386	468	1,830	1,703	2,291	2,420	2,558
Stadium Operations											
Total Operating Revenues	3,951	4,083	4,302	9,484	10,544	11,210	13,243	13,904	14,650	15,428	16,271
Total Operating Expenses	2,778	2,935	3,115	4,829	5,139	5,469	5,822	6,196	6,594	7,019	7,471
Net Operating Gain (Loss)	1,173	1,148	1,187	4,655	5,405	5,741	7,421	7,708	8,056	8,409	8,800
Parking											
Total Operating Revenues	695	1,490	2,360	2,523	2,753	3,971	4,582	4,857	5,589	5,925	6,280
Total Operating Expenses	317	485	673	714	772	1,028	1,163	1,233	1,395	1,479	1,567
Net Operating Gain (Loss)	378	1,005	1,707	1,609	1,981	2,943	3,419	3,624	4,194	4,446	4,713
Canadian National Exhibition											
Total Operating Revenues	15,026	18,663	19,783	20,970	22,228	23,720	28,863	33,837	41,167	43,637	46,254
Total Operating Expenses	11,992	14,669	15,569	16,482	17,471	18,631	22,393	29,619	31,396	33,280	35,277
Net Operating Gain (Loss)	3,034	3,994	4,234	4,488	4,757	5,089	6,470	9,218	9,771	10,357	10,978
Hotel Operations											
Net Operating Gain (Loss)								1,135	1,304	1,485	1,574
Trademark Operations								314	366	441	468
Total Operating Gain Before Depreciation, Construction Costs, and Debt Service	\$ 2,254	\$ 4,267	\$ 6,485	\$ 11,081	\$ 13,170	\$ 15,102	\$ 19,396	\$ 24,441	\$ 27,014	\$ 28,643	\$ 30,230

SUMMARY OF NET OPERATING GAINS AND LOSSES
MEASURED IN CONSTANT 1983 DOLLARS
(In 000's)

Table: 10¹

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Exhibition Area - Existing Facilities											
Total Operating Revenues	\$ 4,682	\$ 4,294	\$ 5,229	\$ 6,031	\$ 6,833	\$ 7,106	\$ 1,892	\$ 4,552	\$ 4,923	\$ 4,923	\$ 4,923
Total Operating Expenses	6,860	5,613	5,812	6,082	6,383	6,485	1,714	4,057	4,274	4,274	4,274
Net Operating Gain (Loss)	(2,178)	(1,319)	(583)	(51)	450	621	178	495	649	649	649
Exhibition Area - New Facilities											
Total Operating Revenues	539	2,126	2,571	2,954	3,339	3,470	11,319	10,533	11,390	11,390	11,390
Total Operating Expenses	578	2,248	2,536	2,823	3,076	3,165	10,174	9,527	10,091	10,091	10,091
Net Operating Gain (Loss)	(39)	(122)	15	131	263	305	1,145	1,006	1,299	1,299	1,299
Stadium Operations											
Total Operating Revenues	3,905	3,949	4,066	8,998	9,605	9,901	10,768	10,641	10,558	10,469	10,397
Total Operating Expenses	2,633	2,633	2,633	4,273	4,273	4,273	4,273	4,272	4,273	4,273	4,273
Net Operating Gain (Loss)	1,272	1,316	1,434	4,725	5,332	5,628	6,495	6,369	6,285	6,196	6,124
Parking											
Total Operating Revenues	658	1,336	2,015	2,015	2,074	2,822	3,071	3,071	3,335	3,335	3,335
Total Operating Expenses	301	637	573	573	585	734	784	784	837	837	837
Net Operating Gain (Loss)	357	899	1,442	1,442	1,489	2,088	2,287	2,287	2,498	2,498	2,498
Canadian National Exhibition											
Total Operating Revenues	14,245	16,770	16,770	16,770	16,770	16,883	19,381	24,602	24,602	24,602	24,602
Total Operating Expenses	11,371	13,183	13,183	13,183	13,183	13,263	15,037	18,763	18,763	18,763	18,763
Net Operating Gain (Loss)	2,874	3,587	3,587	3,587	3,587	3,620	4,344	5,839	5,839	5,839	5,839
Hotel Operations											
Net Operating Gain (Loss)								722	783	841	841
Trademark Operations								200	220	250	250
Total Operating Gain Before Depreciation, Construction Costs, and Debt Service	\$2,296	\$ 4,361	\$ 5,895	\$ 9,836	\$11,121	\$12,262	\$14,449	\$16,918	\$17,573	\$17,572	\$17,504

¹ Extracted from the Consultant's Report

projecting the results of the programming effort required to market the related facilities. Table 9 and 10, abstracted from the consultant's report, present the summary of the operating analysis expressed in constant and current dollars respectively. It can be noted that a substantial increase in net operating gains occurs in 1987 because of the commencement of operation of the new stadium. By 1994, the net operating gain achieves an amount of roughly \$17,500,000 in 1983 dollars. Note that the total annual net revenue is consistently positive from 1984 to 1994.

5.3 Economic Benefits

Economic benefits have been prepared by Currie, Coopers and Lybrand Ltd. for the proposals contained in their report based on two streams of expenditures. The first stream is comprised of construction expenditures. The second is comprised of a variety of annual operating expenditures related to the operation of the facilities and events, as well as visitor and exhibitor spending. The results for the operating stream are based on one typical year when the Plan is fully operational (taken as 1992 for the purpose of the analysis). Chapter 6 of the consultant's report contains a detailed explanation of the approach used as well as the results. The results of the analysis are expressed in the following terms:

- value added - this is the incremental worth attributed to a product within a jurisdiction by reason of its manufacture. For example, if aluminum window frames are manufactured in Ontario, the value added in Ontario will be exclusive of the value of the aluminum stock brought from another province;
- government tax revenues;
- wages and salaries are the wages and salaries earned in each jurisdiction;

- employment is expressed in man-years and jobs may be permanent or temporary or full or part-time.

It should be noted that all benefits are incremental, resulting from additional activity to that presently occurring at Exhibition Place. No similar exercise was carried out for the improvements at the West End of the site but it is obvious that benefits from construction expenditures would be commensurate with the \$12 million estimated capital cost.

The results of the analysis carried out by the consultant are detailed in Table 11, abstracted from the consultant's report. It has been estimated that with respect to construction expenditures, the stadium accounts for about one-half of the generated economic benefits and the exhibition and related infrastructure improvements accounts for the other half. With respect to annual operations, it has been estimated that the stadium accounts for approximately one-third of the benefits and the exhibition facilities account for two-thirds of the benefits. On this basis, Table 11 presents a breakdown of Stadium related impacts, Exhibition related impacts, and Total Development impacts (being the sum of the other two). Table 11 plus background information contained in the consultant's report presents a perspective of the significant economic impact of implementing the Development Plan (note that all monetary values are expressed in 1983 \$).

Total Development Impacts

- The \$300.5 million of construction expenditures results in 15,000 man years of employment in Canada; 12,700 man years of this is in Ontario and 8,900 man years is in the Metropolitan Toronto area.
- The annual operation of the exhibition/sports complex by 1992 will result in an additional 19,100 man-years of annual employment in Canada; 17,900 man-years of this will occur in Ontario, and about 14,700 man-years in Metropolitan Toronto.

Table: 11*

SUMMARY OF INCREMENTAL CONSTRUCTION AND OPERATING BENEFITS - 1983 \$
(\$ Millions)

	Metro Toronto		Ontario (Includes Metro)		Canada (Includes Ontario)	
	Construction	Operation(1)	Construction	Operation	Construction	Operation
	(2)					
STADIUM RELATED						
Value Added (\$ millions)	111.5	99.7	159.0	121.6	189.0	128.3
Wages & Salaries (\$ millions)	77.5	52.9	111.0	64.5	123.5	72.6
Government Taxes (\$ millions)(3)	.25	.15	18.5	11.7	27.0	19.6
Employment (man years)	4,450.0	4,892.1	6,350.0	5,966.0	7,500.00	6,366.0
EXHIBITION RELATED						
Value Added (\$ millions)	111.5	199.6	159.0	243.4	189.0	256.7
Wages & Salaries (\$ millions)	77.5	106.2	111.0	129.5	123.5	145.4
Government Taxes (\$ millions)	.25	.35	18.5	23.3	27.0	39.4
Employment (man years)	4,450.0	9,785.9	6,350.0	11,934.0	7,500.00	12,734.0
TOTAL DEVELOPMENT						
Value Added (\$ millions)	223.0	299.3	318.0	365.0	378.0	385.0
Wages & Salaries (\$ millions)	155.0	159.1	222.0	194.0	247.0	218.0
Government Taxes (\$ millions)	.5	.5	37.0	35.0	54.0	59.0
Employment (man years)	8,900.0	14,678.0	12,700.0	17,900.0	15,000.0	19,100.0

1. Per annum figures at full operation.
2. Metropolitan Toronto for analysis of construction activity includes adjacent regions.
3. Includes taxes to each government jurisdiction.

* Extracted from the consultant's report

- Most of the additional employment as a result of annual operations is generated by additional visitors to the new complex. It is estimated that these visitors will spend an annual amount of just over \$250,000,000 (1983 \$) on a variety of services. This alone will generate 17,000 man-years of annual employment for Canada. Of this, 16,000 man-years will occur in Ontario. Approximately 20% of the above expenditures and, therefore, benefits are generated by foreign visitors.
- Both construction expenditures and annual operating expenditures will create substantial government revenues. The \$300.5 million of construction will generate \$54 million in federal taxes and \$37 million in provincial taxes. By 1992, the operation will generate an additional \$59 million in federal taxes and \$35 million in provincial taxes annually.

Stadium Related Impacts

- Employment generated as a result of the construction of the stadium alone would be 7,500 man-years of work in Canada, of which 6,350 man-years would apply to Ontario and 4,450 man-years to the Metropolitan Toronto area.
- Government taxes (in 1983 \$) paid as a result of the construction of the stadium would be \$27 million for Canada, \$18.5 million for the Province of Ontario and \$250,000 for local government.
- The annual operation of the stadium by 1992 would result in on-site and off-site employment of about 6,400 man-years for Canada, of which about 6,000 man-years apply to the Province of Ontario and 4,900 apply to Metropolitan Toronto.
- The operation of the stadium by 1992 would result in annual government taxes paid (in 1983 \$) of \$19.6 million to the federal government, \$11.7 million to the Province of Ontario and \$150,000 to local government.

Exhibition Related Impacts

- Employment generated as a result of the construction of new and renovated exhibition facilities including related infrastructure improvements would be 7,500 man-years of work in Canada, of which 6,350 man-years would apply to Ontario and 4,450 would apply to the Metropolitan Toronto area.
- Government taxes (in 1983\$) paid as a result of this construction would be \$27.0 million for Canada, \$18.5 million for the Province of Ontario and \$250,000 for local government.
- The annual operation of exhibition facilities by 1992 would result in on-site and off-site employment of about 12,700 man-years for Canada, of which 11,900 man-years would apply to the Province of Ontario and 9,800 man-years would apply to Metropolitan Toronto.
- The operation of exhibition facilities by 1992 would result in annual government taxes paid (in 1983\$) of \$39.4 million to the Federal Government, \$23.3 million to the Ontario Government, and \$350,000 to local government.

Non-Quantifiable Benefits

In addition to the above quantifiable benefits, there are a number of non-quantifiable but nevertheless real benefits. These are summarized as follows:

- The implementation of the Development Plan will create a demand for off-site industrial and warehouse space ranging between 150,000 to 200,000 square feet.
- The proposed exhibition/sports complex could incorporate a hotel on top of the Exhibition Centre and the direct rapid transit connection to the downtown area of the City of Toronto would enhance the viability of the hotel operation. Sufficient space would be available to

accommodate a hotel of up to 500 rooms, funded by the private sector. This could result in a private sector expenditure of up to \$50,000,000 (in 1983 \$).

- The Development Plan provides the option for the conversion of the Automotive Building into a Trade Mart after the construction period has been completed. This would result in additional private sector investment on the site with resultant economic benefits.
- The proposed covered stadium could accommodate a variety of amateur sports events.
- The new Exhibition Centre of international stature will provide a significant benefit for export promotion. A Canadian "window" for export sales will fill a critical need for manufacturing enterprises in Canada, Ontario, and especially the Metro area, being the centre of secondary manufacturing in Canada. The U.S. Department of Commerce and representatives of the German trade show industry have indicated that the value of exhibitions to exports are immense.
- The implementation of the Development Plan including its transportation requirements, would provide a catalyst for other significant developments in the Central Waterfront Area.
- A project of this scale will become a symbol of the progressive nature of the community. The publicity that it will generate as well as the new visitors it will bring to Metropolitan Toronto will create an opportunity for investment interest in a variety of business ventures. The project thus becomes a significant "marketing tool" for economic development on a broader scale.

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APPENDIX



APPENDIX

SECTION 8(F) OF THE METROPOLITAN TORONTO OFFICIAL PLAN
AS APPROVED BY THE MINISTER OF HOUSING ON OCTOBER 10, 1980

Exhibition Park

1. It is the policy of Council to prepare a plan for Exhibition Park. Exhibition Park consists of Exhibition Place and the contiguous parklands, including Gore Park, Battery Park and Coronation Park.
2. The Exhibition Park Plan will have consideration for:
 - a. extending the usefulness of Exhibition Park for longer periods of the year, for regular and special events and casual usage by the community;
 - b. improving the general appearance and urban park environment of Exhibition Place and related parking areas;
 - c. developing suitable recreational opportunities with a broad appeal to the Metropolitan Toronto community and its visitors; and,
 - d. preserving, where feasible, the existing physical structures and monuments which reflect the historical development and character of Exhibition Park.
3. In the Exhibition Park Plan, it will be Council's objective to strengthen the physical and functional relationship with Ontario Place, Harbourfront and other waterfront, park and recreational facilities.

Planning for this objective should consider pedestrian and bicycle connections, recreational boating and, where feasible, scenic vehicular routes. Future Provincial planning for Ontario Place should be in concert with Council's objectives for the area.

4. In the preparation of its Exhibition Park Plan, the Corporation shall consult with the Council of the City of Toronto or its representatives.

EXHIBITION PLACE TASK FORCE

FEASIBILITY STUDY AT EXHIBITION
PLACE

July 27, 1983

Submitted By: Currie, Coopers & Lybrand
Management Consultants
Arcop-Thom
Architects

Submitted To: Exhibition Place
Policy Steering Committee
and
Technical Committee

July 21, 1983

EXECUTIVE SUMMARY

This is a summary of a report on the feasibility of a world-class international exhibition and covered sports complex. Included in the report is an analysis of the market for the facility, proposed plans for the facility and an analysis of the financial aspects and economic benefits of the project. This report forms a major part of the studies related to the examination of the Exhibition Place Concept Plan as approved by Metro Council in April, 1982.

The tradition of exhibitions and sports events on the Toronto waterfront goes back to 1879 when the Industrial Exhibition Association held its first annual exhibition. The continuation of the use of this site for exhibition and competition has made it a special location for people in Toronto, Ontario and Canada. The tradition was recognized in the Exhibition Place Concept Plan through the inclusion of expanded exhibition facilities and a covered sports complex as a major element in the future of Exhibition Place.

A. A UNIQUE DEVELOPMENT FOR CANADA

The proposed development for Exhibition Place satisfies the fundamental objectives of enhancing the site as an exhibition and sports centre of international calibre and of the continued utilization of a maximum number of existing buildings. The study analysis undertaken demonstrated that an opportunity exists to create a unique, integrated, stadium/exhibition facility which provides many cost effective and other advantages, some of which are:

- Both a stadium and exhibition centre require good transportation systems and on-site fast food outlets, restaurants, rest rooms, parking, public access, crowd control devices, etc. and joint utilization can be achieved with an integrated complex.
- The concourse levels of a stadium as well as the large column free area of the field can be used as a unique exhibition hall.
- The utilization of the sports facility and urban infrastructure will be increased since the peak seasons for exhibitions generally coincide with the periods of low demand for the sports events in the stadium.
- The unique image of a domed stadium will enhance the profile and thereby potential attractiveness and saleability of the exhibition centre.
- The physical integration of the stadium and exhibition facilities will be more economical than if the facilities were separated.
- The activity level of the facility as a whole will be increased, thereby augmenting the attractiveness and impact of Exhibition Place, Ontario Place, the Convention Centre and the waterfront in general.

The above advantages have been realized with the design presented on the attached drawings which encompass the following:

- A new integrated stadium/exhibition complex located at the geographic centre of Exhibition Place and incorporating 600,000 square feet (55,742 m²) of first class exhibition halls, a 65,000 seat covered stadium, a 1,900 car parking garage, an Arrivals Hall/Galleria, and the option for a 300 to 500 room hotel.

This international exhibition centre is a facility capable of effectively displaying a wide range of manufactured products; from toys to printing presses or from fashion to boats. It is different but complementary to a Convention Centre which is oriented to people and primarily hosts meetings, lectures, dinners, parties, conferences, etc. The two main types of exhibitions that would occur are "A consumer show" that is open to the public and draws large crowds (+ 100,000 visitors/day) such as the Sportsman's Show, Boat Show, Home Show, etc. and "a trade show" that is not generally open to the public and is meant to attract buyers in a particular industry from all over the world.

The exhibition space would include a number of features. From any point on the exhibit floor an exhibition would have available telephone, gas, air, water, drainage and electricity. A good facility requires large column free areas and at least thirty feet from floor to ceiling in order to be flexible enough to accommodate the wide range of items to be displayed. Ideally there should be one hall that is column free and with a virtually unlimited height; a space that could effectively display boats, agricultural equipment or large industrial equipment.

The stadium size at 65,000 seats has been established in order to provide for a desirable +40,000 seats between the foul poles for baseball and +35,000 seats between the goal lines for football (compared to the existing 27,000 and 25,000 seats respectively). In addition to its use for professional sports, the stadium would accommodate exhibitions, amateur sports, musical events, CNE shows, religious rallies, and moto-cross events, among others.

The design of the roof of the stadium is of particular importance as it is both a major capital cost component and an area where substantial problems have occurred in other stadiums. A cable and fabric roof supported by overall building pressurization has been the basis of the proposed design because of the availability of construction performance and cost data on the system. However, there are several alternative structural technologies and roofing systems which have the potential to reduce operating problems and costs, and may, as well, provide an affordable retractable roof. It is, therefore, recommended that extensive analysis be completed prior to the final selection of a roof structure and system.

As the provision for ongoing professional sports events is mandatory, the new stadium would be to the east of the existing stadium and construction phasing would allow this latter facility to continue operations until the new stadium is completed.

- The Arrivals Hall Galleria of ± 200,000 square feet will be the main receiving area for visitors to the complex and will, as well, accommodate restaurants, washrooms, information kiosks, shops and ancillary display areas.
- The rehabilitation of the Better Living Centre and the Queen Elizabeth Building into first class exhibition space and the physical integration with the new stadium/exhibition complex. These structures, combined with the new exhibition halls and the covered stadium, will provide a total of almost 1.1 million square feet (102,193 m²) of heated, integrated exhibition space. Truck access to all the exhibition floors has been designed to minimize move-in and move-out times.
- Renovation of the Coliseum Complex, Industry Building, and North and South Extensions to upgrade this space for the Royal Agricultural Winter Fair and other agricultural shows, and for ancillary exhibition space for large trade shows. This complex of 420,000 square feet (39,019 m²) will be connected to the stadium/exhibition complex by a pedestrian walkway to create a total of approximately 1.5 million square feet (139,355 m²) of exhibition space at Exhibition Place.

- Rehabilitation of the landscaping and the pedestrian areas of the site with a consistent and coherent use of lighting, street furniture, building materials and plant stock to improve and unify the appearance and image of Exhibition Place. With the consolidation of the exhibition/stadium facilities and the vertical building arrangement of parking, exhibition halls, and hotel, landscaped open space is maximized and an opportunity is provided to create a more "pedestrian-oriented" environment.
- An on-site network of vehicular and pedestrian routes to reduce vehicular-pedestrian conflicts and organize traffic flow into a manageable arrangement. Traffic from adjacent arterial roads will primarily gain access to loading and parking facilities on the site via a north service road (Manitoba Drive) and a south service road that parallels Lakeshore Boulevard, thereby reducing on-site traffic. The total number of on-site parking spaces (5,850) will not be increased due to capacity constraints on the external road system. However, the parking spaces will be re-distributed with the new 2,600 parking garage north of the Queen Elizabeth Building (Q.E.B.), the provision of 1,900 spaces under the new exhibition centre and the retention of 1,000 spaces north and west of the Automotive Building. The parking facilities have been located as close as possible to the exhibition space to satisfy the requirements of exhibition organizers. A ceremonial access to the covered stadium will be provided at the west end of Princes' Boulevard. A major taxi/shuttle bus drop-off area will be provided within the stadium/exhibition complex.
- Public transit improvements including a new rapid transit line an upgraded GO/VIA Station, an improved Bathurst streetcar terminus and a new express/charter bus facility below the Gardiner Expressway.
- Although not shown on the attached drawings, it is essential to provide an off-site truck marshalling area of approximately five acres. The provision of this yard has been included in the cost estimates.

B. METROPOLITAN TORONTO AS A LOCATION

The demand exists for better exhibition and sports facilities in Metropolitan Toronto. The key reasons why this demand exists and why Metropolitan Toronto is a good location for new expanded exhibition facilities and a covered stadium are:

- Metropolitan Toronto is highly accessible by air, with 23 airlines serving Toronto International Airport.
- Transportation systems from the airport to the downtown and near-downtown areas are excellent.
- Approximately 50% of the Canadian and U.S. population lives within a one day's drive from Metro.
- Hotel and related facilities are of high quality and, by international standards, are moderately priced. About 20,000 first-class hotel rooms are available in Metro.
- Metropolitan Toronto is the financial and manufacturing centre of Canada, providing a diverse range of business-related services.
- Metropolitan Toronto is the number one exhibition, meeting, and convention location in Canada, and the sixth largest in North America. Currently, about 140 exhibitions and 700 meetings and conventions (or about 31% of all exhibitions and 18% of all meetings and conventions in Canada) are held in Metro every year. These figures do not include the numerous intra-corporate exhibitions and meetings.

- Metropolitan Toronto is a safe, clean city where a covered stadium will complement its many first class facilities. Well-known attractions such as the CN Tower, Royal Ontario Museum, Ontario Art Gallery, Science Centre, Metropolitan Zoo, Black Creek Village, and the downtown shopping areas are some of the facilities that create a major visitor destination city and that encourage visitors to extend their stay.
- With its size, environment, tourism and visitor facilities, transportation network, and convention and exhibition facilities, Metropolitan Toronto has the 'critical mass' which exhibition planners are looking for when selecting an exhibition location. A unique exhibition/stadium complex would, therefore, favourably position the region, the province and the country in the international market place.
- Metropolitan Toronto already has Exhibition Place, which is the site of the world's largest annual fair, the CNE, and which has substantial existing exhibition facilities as a basis for further development.
- Many major sports events occur on weekends when useage drops at hotels, restaurants and other facilities in Metropolitan Toronto. The utilization of these facilities will be increased by building the stadium in Metropolitan Toronto.
- Metropolitan Toronto presently has three major professional sports franchises which use Exhibition Place Stadium; the Toronto Argonauts, the Toronto Blue Jays and the Toronto Blizzard. The construction of a covered stadium in Metro will retain the identity of these teams with Metropolitan Toronto.

C. EXHIBITION PLACE IS AN APPROPRIATE SITE

Exhibition Place was analyzed with respect to its physical characteristics and locational merits and it was concluded that it is an appropriate site for an integrated stadium/exhibition development for the following reasons:

- The site can be linked to the complementary facilities of the nearby Metropolitan Toronto Convention Centre via a rapid transit line. As exhibition organizers often require ancillary meeting space and conventions need ancillary exhibition space the use of both developments will be maximized.
- The site already operates and is well known as a place for major exhibitions and sports events, thus providing a basis for the accommodation of new facilities and for the realization of revenues and economic benefits in a short period of time.
- The site is an appealing waterfront location for sports, exhibitions and other activities which will support and complement developments in adjacent areas of the Central Toronto waterfront.
- The unique space, image and high profile provided by a domed stadium at this site will enhance the attractiveness and saleability of existing and new exhibition facilities.
- The site is close to the major business, entertainment, cultural and hotel facilities of downtown Toronto. This is important to exhibition organizers and visitors.

- The proximity of the site to downtown and the nature of the proposed facilities will create a private sector investment opportunity for such developments as an on-site hotel and trade-mart.
- The site is already owned by Metro and the proposal presented in this report allows this under-utilized, centrally located site of 191 acres (77.3 hectares) to be used more effectively.
- New facilities of this nature will better accommodate the Royal Agricultural Winter Fair and the Canadian National Exhibition and the attractiveness of these events will be enhanced.
- With careful design, the site is large enough to accommodate an integrated stadium/exhibition complex.

D. TRANSPORTATION IMPROVEMENTS ARE REQUIRED

The new stadium will have approximately 10,000 more seats than the existing stands and, by 1991, the amount of exhibition space at Exhibition Place will have doubled. As the existing transportation capacity to and from the site is not considered to be adequate for the present facilities and Ontario Place, it is obvious that substantial improvements are required with the construction of new facilities at Exhibition Place. Information and recommendations from the Central Waterfront Transportation Study have formed the basis of the following proposed improvements.

The present number of parking spaces (5,850) on site will remain. To reduce congestion, however, the following on-site vehicular improvements are proposed:

- Manitoba Drive will be widened to four lanes and connected to Front Street on the east and Dufferin Street and Lakeshore Boulevard on the west.
- A new south service road will be built to serve the stadium/exhibition complex.
- A 2,600 car parking structure will be built north of the Q.E.B. and a 1,900 car garage is to be below the new exhibition halls.
- Automated signage will be introduced to permit improved management of traffic (i.e. the reversing of lanes, etc.).

The proposed public transit improvements to the site and their relevant capacities as described in the Central Waterfront Transportation Study are as follows:

- A new I.C.T.S. line to Union Station with a peak hour capacity of 20,000 people.

- An improved GO/VIA station to serve 10,000 people per hour.
- An improved Dufferin bus service into Exhibition Place to handle 5,000 people per hour.
- An upgraded Bathurst streetcar station to serve 5,000 people per hour.
- A new express/charter bus terminal below the Gardiner to handle 8,000 people per hour.

The Central Waterfront Transportation Study indicates that the above improvements will allow 47,500 people to enter or depart via public transit, 12,500 by private automobile and 5,000 people by miscellaneous modes within a peak hour.

Even with the above improvements, however, it will be essential to coordinate events to reduce the peak hour demands on the transportation system and to develop a marketing program to encourage the use of public transit. An aggressive marketing program will also advise visitors about peripheral and downtown parking areas adjacent to the public transit routes serving Exhibition Place.

The number of ancillary attractions at Ontario Place and Exhibition Place will provide the opportunity for people to remain on-site following a major event, thereby reducing congestion on the transportation system. As well, after game entertainment and interviews on the new television-like scoreboard will be programmed to encourage spectators to remain longer in the stadium.

It is recognized at all major stadia that it is impractical for cost reasons alone to provide a transportation system whereby up to 70,000 people depart in less than one hour. It is generally accepted that, under peak conditions, a one-hour discharge time is generally acceptable. In this regard, the above improvements will provide adequate transportation capacity for most of the event days at Exhibition Place and a more manageable situation for a small number of days when multiple major events occur. Because of the requirement for transportation improvements, it is essential that their construction be co-ordinated with the development of the new Exhibition Place facilities.

E. EXHIBITION MARKET DEMAND IS LARGE

Exhibition Place currently attracts about 49 exhibitions outside the CNE and Royal Agricultural Winter Fair seasons. This accounts for 10.7% of the 460 exhibitions held in Canada in 1983. In addition, approximately 43 other events such as concerts and auctions are being held in the exhibition buildings at Exhibition Place.

Market demand for exhibition space is growing. The reasons for this growth include the following:

- As markets for goods and services become more complex, it is increasingly difficult for sellers to know who the buyers are, and for buyers to know who the suppliers are. Exhibitions can be a more effective means of bringing sellers and potential buyers together than any other marketing medium.
- Exhibitions are an excellent means of presenting new ideas and an excellent means of providing an overview of new developments in an industry.
- Exhibitions are, for many people, an enjoyable way to learn about products, services, and new developments that interest them.
- For many companies, exhibitions are a highly cost effective means of presenting their products. Many companies which once used sales representatives exclusively are turning to exhibitions because the cost of keeping sales representatives on the road often increases disproportionately to sales.

- For many small and growing companies, exhibitions are becoming a critically important means of presenting their products.
- New shows which focus on particular specialties are being created each year.
- Successful shows in exhibition facilities in smaller centres outgrow the facilities in these cities and want to move to a larger exhibition hall in a major city.
- Exhibitions in general are becoming more important as export showcases for the goods and services produced locally, regionally and nationally.

We have estimated that the number of exhibitions held in Canada will grow, on average, by about 3.2% annually during the next decade and that the size of exhibitions will increase, on average, by 2% each year. We have also estimated that the Metropolitan Toronto area's share of the Canadian market (in terms of the number of exhibitions) will increase slightly, from 31.1% in 1983 to 33.5% in 1992, if the new exhibition facility is built. A schedule of the amount of space provided in the development proposal in order to cost-effectively satisfy market demand in each year is as follows:

Heated and Covered Space
Available in the
Proposed Plan
000's sq. ft. (000's m²)

1984	770	(71.5)
1985	893	(83.0)
1986	893	(83.0)
1987	1,093	(101.5)
1988	1,093	(101.5)
1989	1,099	(102.1)
1990	1,232	(114.5)
1991	1,510	(140.3)
1992	1,510	(140.3)

In order to exploit the emerging market requirements and maximize the utilization of Exhibition Place, it is essential that an effective management and marketing organization be established to market the facility successfully on a international scale.

F. THE SPORTS AND MAJOR EVENTS MARKET DEMAND IS STRONG

The analysis of the market for a covered stadium indicated that the Metropolitan Toronto area has one of the strongest professional sports and major events markets in North America. Compared to other major league metropolitan areas, Metropolitan Toronto has a high median household income and other favourable socio-economic characteristics. The primary market area has 12.9% of the Canadian population, but accounts for \$14.3 billion, or 17.1% of its disposable income.

During 1978 to 1983, paid attendance at Exhibition Stadium averaged 2.2 million people annually. Baseball, football, soccer, concerts, CNE shows and miscellaneous events were the major market segments.

Because of the often severe weather in Toronto, the existing stadium is not used at all during the four winter months and is seldom used during the "shoulder" months. Typically, the existing stadium is used about 130 days per year.

With a covered stadium, year-round use is possible. With aggressive marketing, the number of days the stadium could be used will be increased to 235-240, with a resulting attendance of 3.4 million. This attendance figure does not include visitors to exhibitions held in the stadium, because they have been included as "visitors to the exhibition facility". Also, it does not include the higher-than-normal attendance to sports events which occurs if the local teams have a winning year, and special events such as the Grey Cup.

The forecast of annual attendance of 3.4 million is a conservative one which has taken account of a significant negative impact of Pay T.V. and other electronic communications technologies.

It can be argued, however, that electronic entertainment provides a different experience and will have only a minor impact on attendance. Furthermore, the attractiveness of a covered stadium in the same downtown location as the previous stadium could produce attendance figures which are in the order of 15% higher than the projections used. If this were the case, by 1992, the projections used would be low and total attendance would be higher by about 500,000 people per annum which would result in a total annual attendance of 3.9 million.

Informed opinion, both in Toronto and in markets which have covered stadia, indicated that covered stadia attract additional crowds to events and, therefore, attendance and revenue in a covered stadium would increase. The statistical analysis of other markets supported this conclusion, but lack of comparability and continuity in the data makes forecasts subject to some uncertainty. Because of this uncertainty, it was decided to adopt a conservative approach to forecasting attendance and revenues.

G. THE FINANCIAL ANALYSIS

The financial analysis examined the capital costs and operating costs versus revenues of the proposed development.

The capital costs amount, in total, to \$300.5 million, expressed in terms of January, 1983, tender dollars. The aggregate capital expenditure on all components and the proposed construction schedule are shown in the exhibit titled, "Construction Schedule and Costs".

An analysis of available historic and research data (including the experience of other facilities) has indicated that a well managed and marketed complex at Exhibition Place would have operating revenues which would exceed operating costs, exclusive of debt charges. The positive operating gains (in constant 1983 dollars) increase from \$2.2 million in 1984 to \$17.5 million by 1994. These amounts, however, are relatively small when viewed in the perspective of total operating revenues and costs. In the exhibit, overleaf, we have provided the figures in constant 1983 dollars. In the report, we have provided the figures in current (i.e., inflated) dollars. If attendance is higher than our conservative forecast, the operating results will, of course, improve as well.

It is quite evident that the facilities will not generate adequate positive operating profit to permit service of a significant debt load. Under these conditions, government capital assistance is clearly required. When the nature and amount of this assistance has been determined, a detailed financing plan can be prepared.

EXHIBITION PLACE

CONSTRUCTION SCHEDULE AND COSTS

	COST CONSTANT (1983)									
	83	84	85	86	87	88	89	90	\$ '000,000's	
Design & Permits										
<u>Component One</u>										
Reno. - B.L.B. & Q.E.B.									8.4	
Build. - B.L.B. & Q.E.B. Link									3.6	
Site Works - B.L.B. & Manitoba Dr. & N.E. Parking									3.0	15.0
<u>Component Two</u>										
Demo - West of Food Building									0.3	
Build - North Parking Garage									16.0	
Demo - Partial South Stands & Midway									1.2	
Build - Stadium									140.0	
Build - Link to Coliseum									0.9	
Site Works - N.S. & E of Stadium									3.4	
Demo - Existing Stadium									3.3	165.1
<u>Component Three</u>										
Build - Main Exhibition Hall									98.4	
Build - Link to Q.E.B.									1.0	
Site Works (incl. marshalling yard)									9.3	108.7
<u>Component Four</u>										
Reno - Annex, Coliseum, Ind. Bldg. N. & S. Extensions									11.4	
Site Works									0.3	11.7
TOTAL CAPITAL COSTS	-	66.29	70.25	41.98	37.00	42.81	33.66	8.51		300.5

Note: A number of critical assumptions and factors have been applied to produce the estimates included in this schedule. These are outlined in Sub-Section C4 of Chapter IV of the Report titled Construction Schedule and Costs.

H. INCREMENTAL ECONOMIC AND SOCIAL BENEFITS ARE LARGE

When viewed in the context of the overall economic and social benefits, differences between total operating revenues and operating costs for the facility become minor. This is the major reason why other cities' exhibition and sports complexes are typically justified on the basis of overall economic and social benefits rather than on the basis of the relatively small operating gains or losses.

Quantifiable Benefits

The quantifiable benefits are summarized in the exhibit entitled "Summary of Incremental Construction and Operating Benefits". This summary also shows the economic benefits of the stadium and exhibition components on the basis of the impact of the project on the total federal and provincial economies, and includes direct, indirect and induced economic activity. Two groups of quantifiable benefits arising from the proposed project have been calculated. The first consists of benefits resulting from expenditures during the construction phase. The second consists of benefits relating to the operation of the facilities and events.

The impact of the construction phase is determined by the volume of the construction activity. The following effects are calculated on the basis of the anticipated construction value in 1983 dollars of \$300,500,000 and are attributed equally to the stadium and the exhibition centre.

SUMMARY OF NET OPERATING GAINS AND LOSSES
MEASURED IN CONSTANT 1983 DOLLARS
(in 000's)

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Exhibition Area - Existing Facilities											
Total Operating Revenues	\$ 4,682	\$ 4,294	\$ 5,229	\$ 6,031	\$ 6,833	\$ 7,106	\$ 1,892	\$ 4,552	\$ 4,923	\$ 4,923	\$ 4,923
Total Operating Expenses	6,860	5,613	5,812	6,062	6,383	6,485	1,714	4,057	4,274	4,274	4,274
Net Operating Gain (Loss)	(2,178)	(1,319)	(583)	(51)	450	621	178	495	649	649	649
Exhibition Area - New Facilities											
Total Operating Revenues	539	2,126	2,571	2,954	3,339	3,470	11,319	10,533	11,390	11,390	11,390
Total Operating Expenses	578	2,248	2,556	2,823	3,076	3,165	10,174	9,527	10,091	10,091	10,091
Net Operating Gain (Loss)	(39)	(122)	15	131	263	305	1,145	1,006	1,299	1,299	1,299
Stadium Operations											
Total Operating Revenues	3,905	3,949	4,066	8,998	9,605	9,901	10,768	10,641	10,558	10,469	10,397
Total Operating Expenses	2,633	2,633	2,633	4,273	4,273	4,273	4,273	4,272	4,273	4,273	4,273
Net Operating Gain (Loss)	1,272	1,316	1,434	4,725	5,332	5,628	6,495	6,369	6,285	6,196	6,124
Parking											
Total Operating Revenues	658	1,336	2,015	2,015	2,074	2,822	3,071	3,071	3,335	3,335	3,335
Total Operating Expenses	301	437	573	573	585	734	784	784	837	837	837
Net Operating Gain (Loss)	357	899	1,442	1,442	1,489	2,088	2,287	2,287	2,498	2,498	2,498
Canadian National Exhibition											
Total Operating Revenues	14,245	16,770	16,770	16,770	16,770	16,883	19,381	24,602	24,602	24,602	24,602
Total Operating Expenses	11,371	13,183	13,183	13,183	13,183	13,263	15,037	18,763	18,763	18,763	18,763
Net Operating Gain (Loss)	2,874	3,587	3,587	3,587	3,587	3,620	4,344	5,839	5,839	5,839	5,839
Hotel Operations											
Net Operating Gain (Loss)								722	783	841	841
Trademark Operations											
Net Operating Gain (Loss)								200	220	250	250
Total Operating Gain Before Depreciation, Construction Costs, and Debt Service	\$2,286	\$ 4,361	\$ 5,895	\$ 9,834	\$11,121	\$12,262	\$14,449	\$16,918	\$17,573	\$17,572	\$17,500

- The construction program will result in 15,000 man years of additional employment in Canada. Approximately 12,700 man years of this will occur in Ontario, and 8,900 man years in Metropolitan Toronto.
- Approximately \$54 million of federal taxes and \$37 million of provincial taxes will be generated by the \$300.5 million of construction.
- About \$247 million in wages and salaries will be generated across Canada by the project. Of this, \$222 million will accrue to Ontario.

The impact of the operations phase occurs as a result of a number of expenditures. For the purposes of the analysis, these have been broken into expenditures on-site at Exhibition Place, off-site expenditures for exhibitor services, and general off-site visitor and exhibitor expenditures. If attendance is higher than forecasted, the economic benefits would be higher than shown in the exhibit. The analysis has been done for one typical year when the facility is fully operational (1992). The benefits are measured, however, in 1983 dollars. It should be noted that all benefits detailed below result from additional activity to that already occurring at Exhibition Place today. The main findings of the economic impact assessment of the operations phase are as follows:

- At full operation, the exhibition/sports complex will result in an additional 19,100 man years of employment annually in Canada (6,366 for stadium and 12,734 for exhibitions). About 17,900 man years of this will occur in Ontario (5,966 for stadium and 11,934 for exhibitions), and 14,700 man years in Metropolitan Toronto (4,892 for stadium and 9,786 for exhibitions).

SUMMARY OF INCREMENTAL CONSTRUCTION AND OPERATING BENEFITS - 1983 \$
(\$ Millions)

	Metro Toronto		Ontario (Includes Metro)		Canada (Includes Ontario)	
	<u>Construction Operation(1)</u>		<u>Construction Operation</u>		<u>Construction Operation</u>	
	(2)					
STADIUM RELATED						
Value Added (\$ millions)	111.5	99.7	159.0	121.6	189.0	128.3
Wages & Salaries (\$ millions)	77.5	52.9	111.0	64.5	123.5	72.6
Government Taxes (\$ millions)(3)	.25	.15	18.5	11.7	27.0	19.6
Employment (man years)	4,450.0	4,892.1	6,350.0	5,966.0	7,500.00	6,366.0
EXHIBITION RELATED						
Value Added (\$ millions)	111.5	199.6	159.0	243.4	189.0	256.7
Wages & Salaries (\$ millions)	77.5	106.2	111.0	129.5	123.5	145.4
Government Taxes (\$ millions)	.25	.35	18.5	23.3	27.0	39.4
Employment (man years)	4,450.0	9,785.9	6,350.0	11,934.0	7,500.00	12,734.0
TOTAL DEVELOPMENT						
Value Added (\$ millions)	223.0	299.3	318.0	365.0	378.0	385.0
Wages & Salaries (\$ millions)	155.0	159.1	222.0	194.0	247.0	218.0
Government Taxes (\$ millions)	.5	.5	37.0	35.0	54.0	59.0
Employment (man years)	8,900.0	14,678.0	12,700.0	17,900.0	15,000.0	19,100.0

1. Per annum figures at full operation.
2. Metropolitan Toronto for analysis of construction activity includes adjacent regions.
3. Includes taxes to each government jurisdiction.

- Most of this employment is generated by additional visitors to the complex. By 1992, the additional visitors will spend an annual amount of about \$253,000,000 (1983 dollars) on a variety of services.
- Full operation of the complex will generate an incremental \$59 million in federal taxes (stadium is \$19.6 million and exhibitions are \$39.4 million) and \$35 million in provincial taxes (stadium is \$11.7 million and exhibitions are \$23.3 million) annually (calculated for the year 1992 and expressed in 1983 constant dollars).

Non-Quantifiable Benefits

In addition to the quantifiable benefits outlined above, the project has a number of non-quantifiable benefits. While dollar values cannot be attached to these benefits, they are real and substantial. The major ones can be summarized as follows:

- Demand will be created for a hotel of 300 to 500 rooms, a permanent trade mart, and industrial/warehouse space close to the site. The proposed direct rapid transit connection to the downtown area of the City of Toronto will enhance the viability of the first two of these.
- The level of commitment of existing sports franchises to the area will be improved. Specifically, the teams can be provided with a stadium which better meets their needs, and the attractiveness of Metropolitan Toronto to sport franchises will be increased.

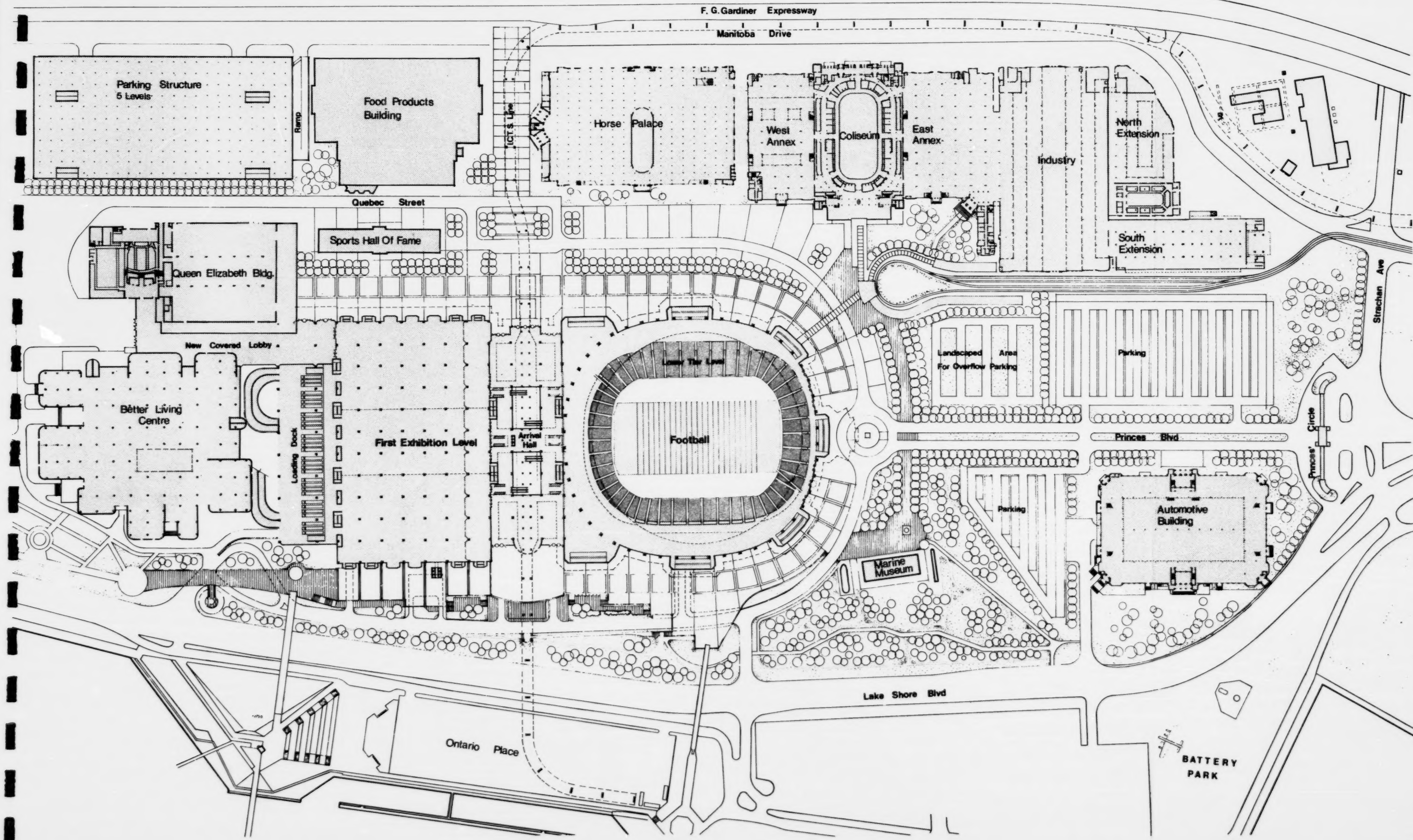
- The proposed covered stadium will accommodate a variety of amateur sports events, and thus provide a significant social benefit.
- Canadian exports will be stimulated as manufacturers will be provided with a 'window on the world' to market and, thereby, sell their products. While the actual effect on exports and imports is hard to measure, many operators and government bodies believe that there is a significant export benefit for the host country. For example, West Germany has the greatest proportionate number of exhibition centres in the world and is correspondingly active in the promotion of exports.
- The development will have a catalytic effect on further economic development at the waterfront.
- An integrated project of this scale becomes a part of the 'common ground' of the community and a symbol of its progressive nature. The publicity and interest it will create will significantly aid efforts to provide economic development and business investments on a broader scale.

I. CONCLUSIONS AND RECOMMENDATIONS

Exhibition Place is a well-established exhibition and stadium site which is next door to Ontario Place and has a splendid waterfront location. The envisaged complex will be a unique facility which will build on an existing base of established exhibitions and available buildings, and have a catalytic effect on development in adjacent waterfront areas. The complex will provide major incremental economic and social benefits to Metropolitan Toronto, Ontario and Canada, including job creation and export stimulation. Assuming that public and vehicular transportation improvements are realized, we conclude that Exhibition Place is an appropriate site for the complex.

It is recommended that:

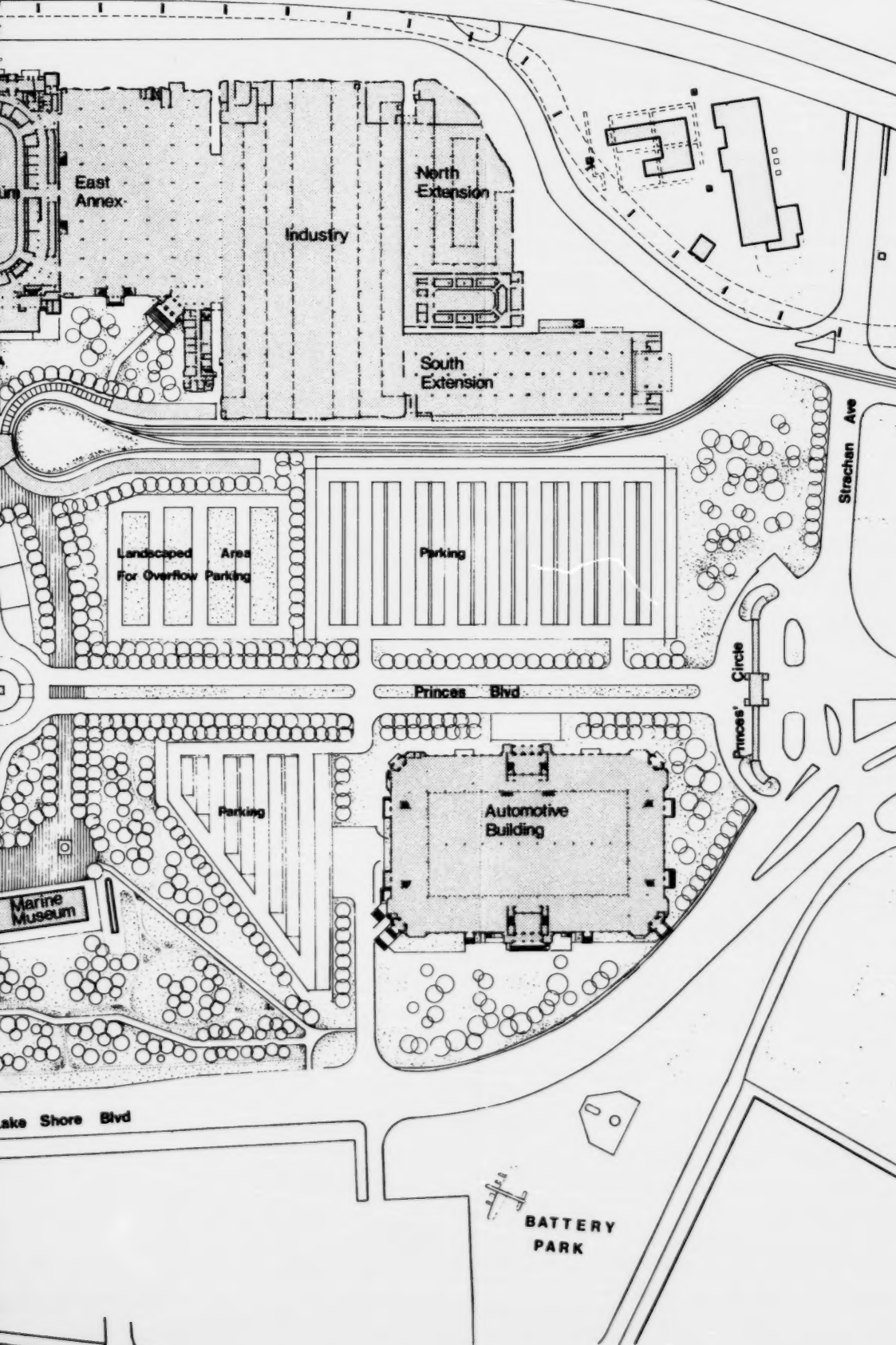
- The proposal for an integrated exhibition and covered stadium complex at Exhibition Place be implemented.
- Transit improvements be made an integral part of the proposed complex.
- An effective management and marketing organization be established in order to market the facility on an international scale.
- The opportunities for a hotel and trade mart on the site be explored with the private sector.
- An off-site marshalling yard be made available for the proposed facility.
- Before detailed design of the stadium is commenced, an extensive examination of potential roof designs be completed.



EXHIBITION PLACE

Toronto Ontario

Trade Fair /
Sports Complex :
Feasibility Study



arcop·thom
architects planners

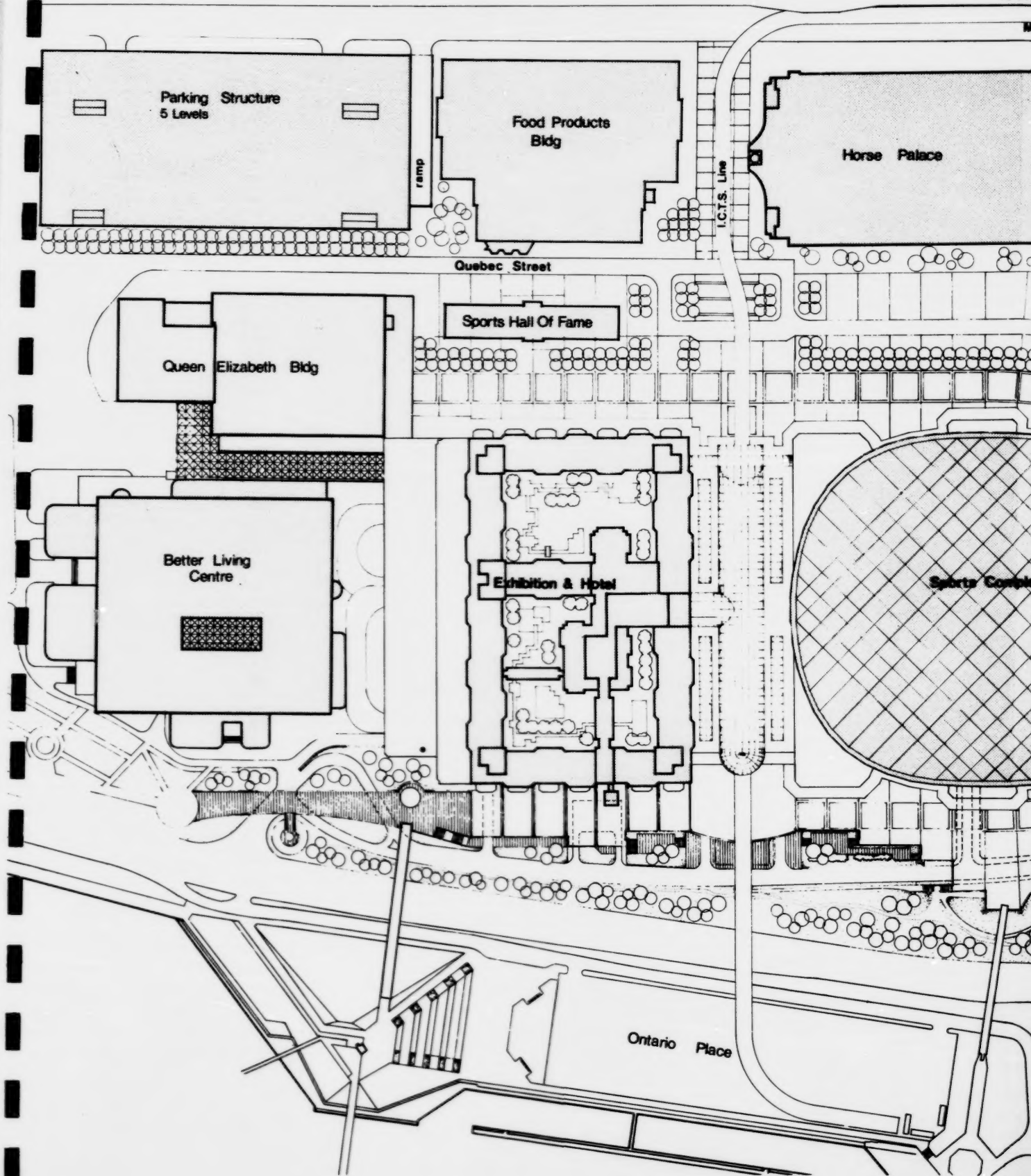
**Currie, Coopers
& Lybrand**
Management
Consultants

Heery Fabrap
architects engineers planners

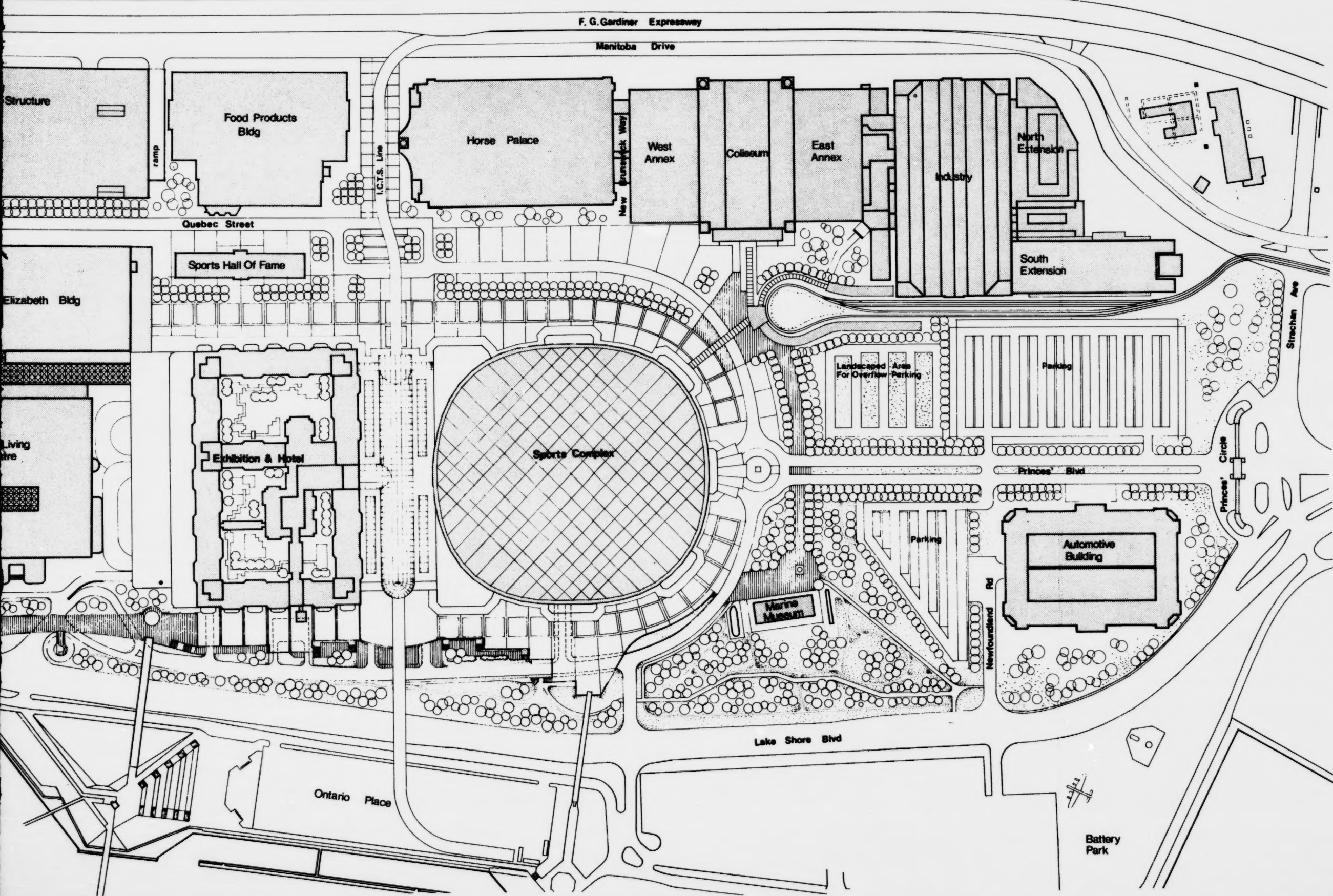
Ground Level

Elevation +272'

Exhibit 31

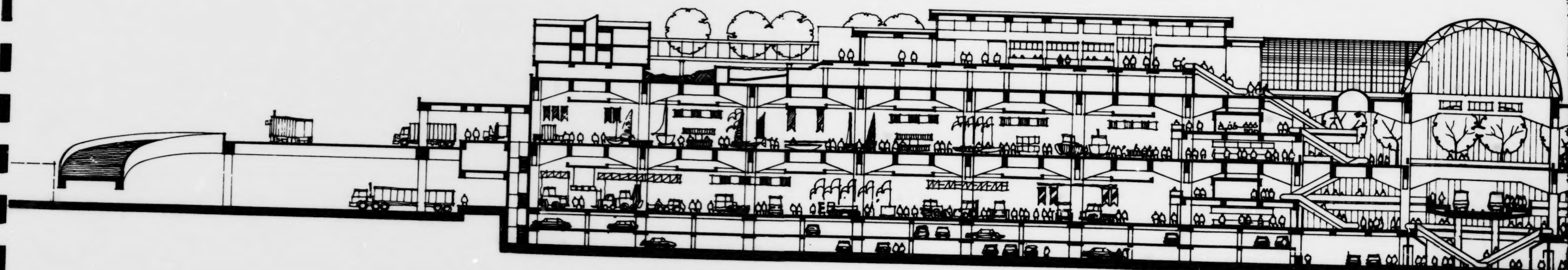
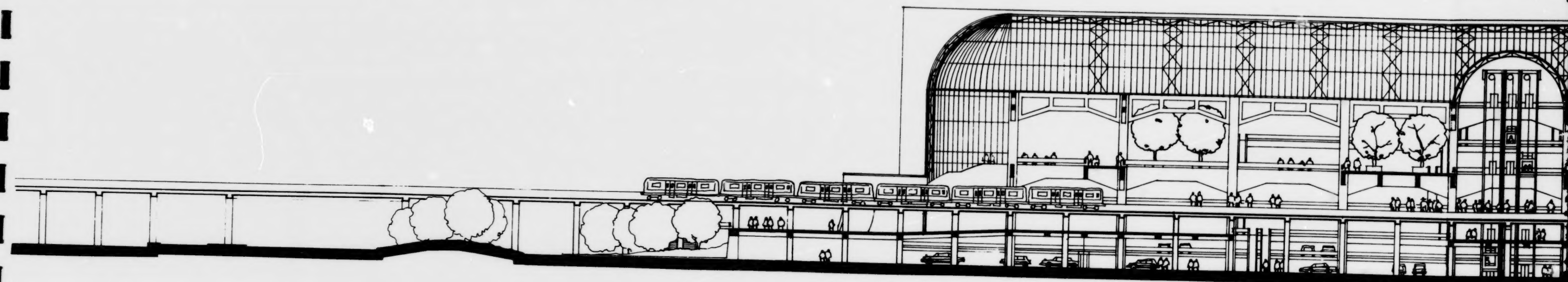


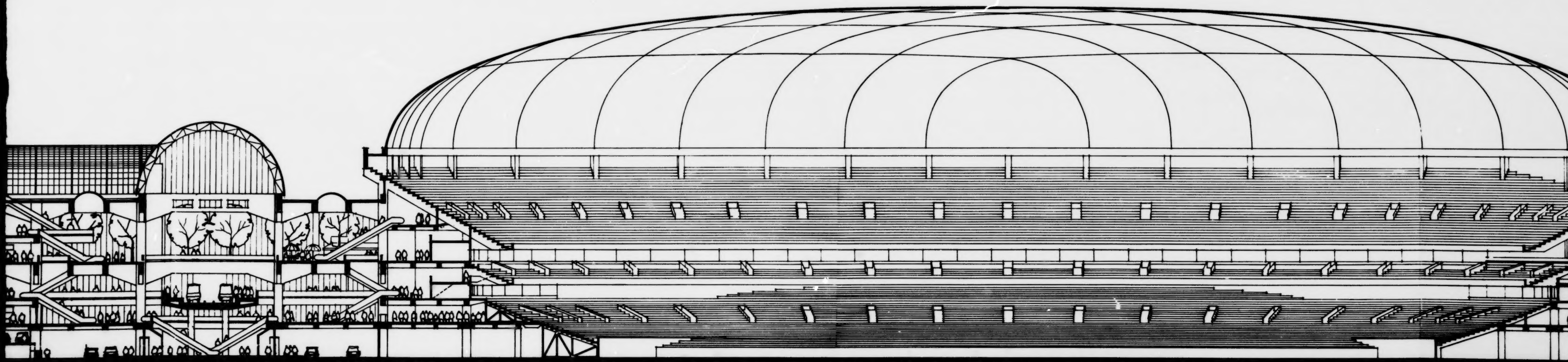
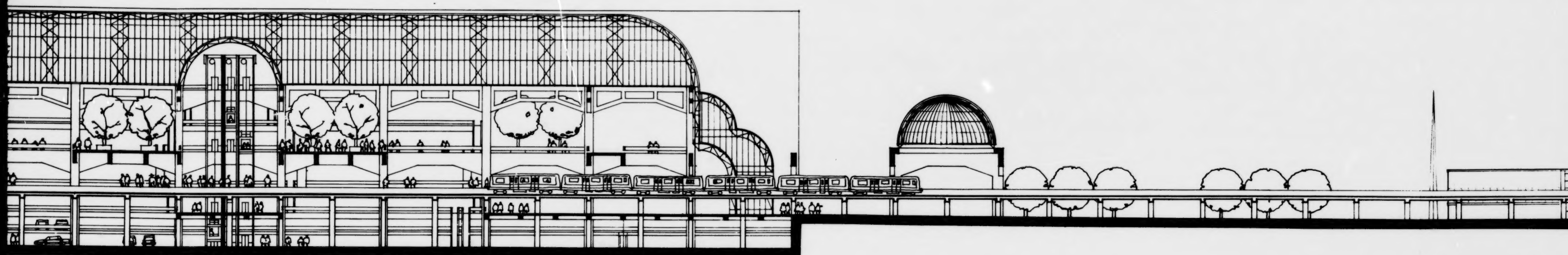
**EXHIBITION
PLACE**
Toronto Ontario
**Trade Fair /
Sports Complex :**
Feasibility Study

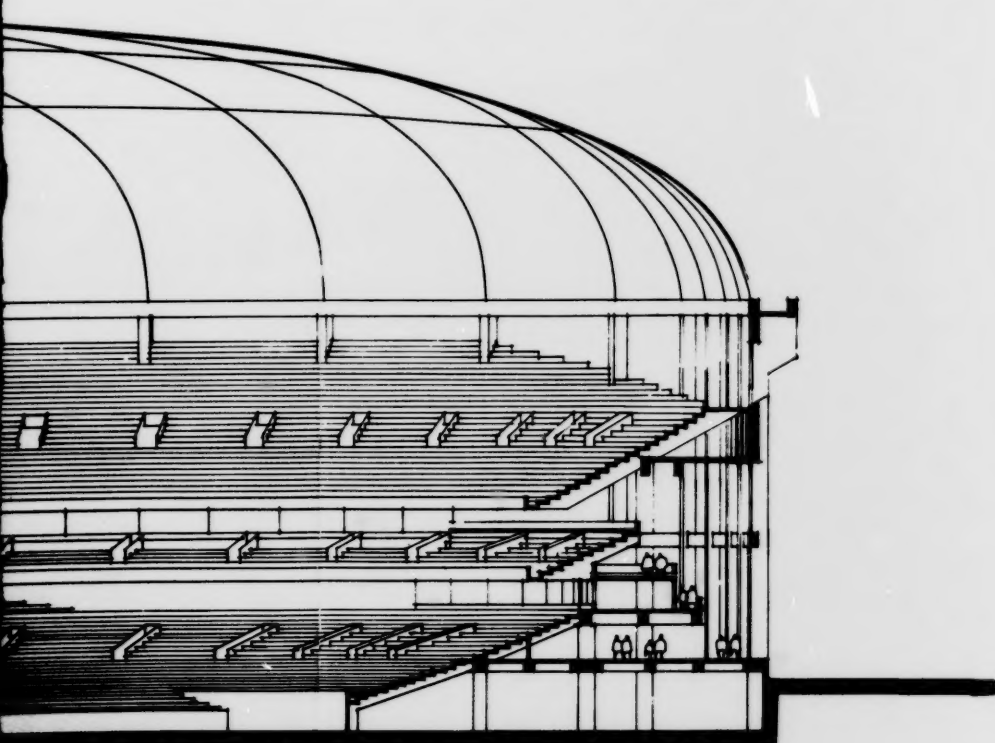
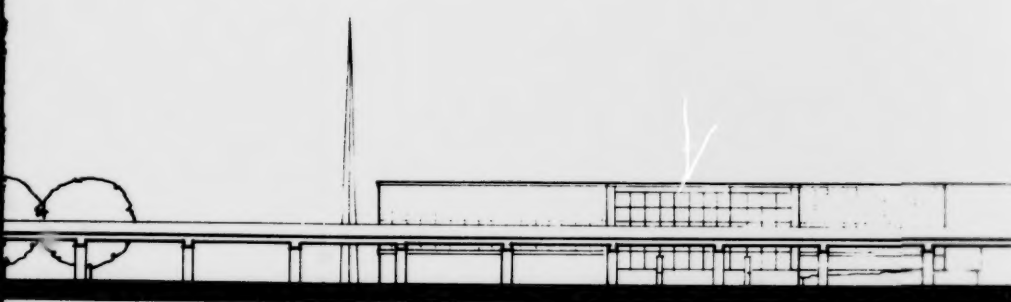


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architects planners
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& Lybrand**
Management
Consultants
Heery Fabrap
architects engineers planners

**Roof
Level**
Exhibit 34







EXHIBITION PLACE

Toronto Ontario

Trade Fair /
Sports Complex :
Feasibility Study

arcop·thom
architects planners

**Currie, Coopers
& Lybrand**
Management
Consultants

Heery Fabrap
architects engineers planners

Cross Sections

Exhibit 35